



Ca' Foscari  
University  
of Venice

Master's Degree Program  
in Management - Innovation and Marketing

Final Thesis

**Brand Management Driven by  
Artificial Intelligence**

**Supervisor**

Ch. Prof. Carlo Bagnoli

Ch. Prof. Maurizio Massaro

**Graduand**

Sara Makosa

Matriculation Number: 867030

**Academic Year**

2023 / 2024

# Sommario

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# ABSTRACT

This academic research explores the intersection of Artificial Intelligence (AI) and Brand Management within the dynamic landscape of contemporary business. After establishing a contextual foundation for the concepts of Branding and AI, an extensive literature review investigates the application of AI in Brand Management. The analysis encompasses a comprehensive examination of the benefits, limitations, and risks associated with deploying AI across various phases of marketing, exploring the manager's implications and diverse tools tailored to enhance a brand's competitive position in the market and consumer perception. The existing literature predominantly focuses on the application of AI in understanding and engaging consumers, prompting the identification of a research gap. In response, this thesis proposes a novel perspective by delving into the application of AI in shaping the identity process. The project aims to analyse corporate and brand communication text styles using AI tools, with the objective of assigning distinct personalities to each brand or content. These personalities align with the 16 MBTI personalities, based on the Jung's theory of psychological types, providing a nuanced understanding of brand perception. The primary goal of the project is to offer a valuable tool for Brands to determine their perceived personality, enabling alignment with the desired brand identity and image. This alignment serves as a foundation for targeted marketing and Brand Management Strategies. By identifying the initial personality and the target personality, companies can structure their actions strategically, creating a cohesive and resonant brand narrative that enhances brand equity in the minds of consumers. The findings from this research contribute to a deeper understanding of AI's role in Brand Management, providing actionable insights for businesses considering the complexities of the contemporary business landscape.

# INTRODUCTION

In the contemporary landscape of business and marketing, the concepts of brand identity, brand equity, and corporate identity are pivotal. Brands are actively involved in a complex process of influencing and being influenced by market trends, consumer preferences, and socio-cultural changes. This process entails an ongoing dialogue, characterized by a narrative that is both evolving and adaptive, mirroring the fluid and dynamic nature of the market environment. This academic work illuminates these concepts, emphasizing their profound impact on the strategic positioning and economic value of organizations, exploring how technology can enhance it. This research explores the intersection of brand communication and MBTI types, offering insights into the strategic alignment of brand communication with personality typologies and emphasizing the nuanced and complex nature of brand identity construction. The methodology delineated in this research constitutes a pivotal element in the designing of an innovative approach that intersects the realms of Artificial Intelligence (AI) and Brand Management, aiming to redefine the dynamics within these fields.

After an introductory contextualization of the two primary subjects, Brand Management (Chapter 1) and Artificial Intelligence (Chapter 2), the existing applications of AI in Marketing and Brand Management was explored (Chapter 3). This study underscores the opportunities AI presents to companies, its limitations, risks, and managerial implications. A notable gap identified in the literature review is the lack of academic analysis of AI application from a business and brand-oriented perspective. Indeed, current research predominantly focuses on the consumer perspective. This has suggested the opportunity to design an innovative approach applying AI to Brand Management, by concentrating on the internal analysis of the brand, particularly on Corporate and Brand Identity process, highlighting the need for the development of new research and methodologies applying AI to Brand Management. The structured methodology will guide the development process of a new, competitive, and innovative AI application in the realm of Branding, meticulously examining the identity and image of the brand, assigning it a distinctive personality based on the 16 Myers-Briggs Type Indicator (MBTI) personality types. Even if the designed methodology is proposed to reflect viewpoints that are not predominantly customer-centric, may also offer potential enhancements in this domain. The aim is to provide brands and corporations with

resources that enable better alignment with their strategic goals, thereby strengthening their connection with the target audience and bolstering their market position.

Engagement with this case study research project constituted a distinctive and invigorating experience. It provided an opportunity to observe the exponential advancement of technology, specifically Chat GPT, within a remarkably brief timeframe. Initially, tasks were somewhat manual and repetitive, reflecting our nascent technical understanding of the emerging technological landscape. However, as proficiency with the environment developed, these tasks progressively transitioned towards automation, largely facilitated by AI applications. In particular, ChatGPT was initially conceived as a foundational tool. Over time, its role evolved, culminating in a near-comprehensive service offering. Given this trajectory, the prospective integration and application of AI tools within this domain is anticipated to be even more compelling in the future, in my opinion.

The final chapter discusses a case study project conducted under the supervision of my Prof. C. Bagnoli, and his Innovation Strategy team, in collaboration with Crafted. The research project aims to develop a methodology using generative AI capable of analysing the communication style and Identity of a Brand or Corporate entity. This AI will identify the personality of a Brand as perceived by the public (referring to the 16 MBTI personalities) through online content analysis. Understanding how a Brand is perceived can assist Brand managers in aligning their concrete actions with a desired personality.

The research supports the application of Carl Jung's psychological type theory in analysing brand communications, positing it as a compelling approach to identify what may be referred to as the "brand personality." It is postulated that each brand embodies a unique personality, manifesting a distinct and recognizable mode of expression that correlates with certain psychological types. By scrutinizing brand communication texts through the prism of Carl Jung's psychological type theory, one gains a deeper comprehension of the personality a brand strives to portray and the manifestation of different personalities within written language. Additionally, this methodology serves as a pivotal resource for brands in formulating a communication strategy that is both cohesive and reflective of their inherent identity and the image they aspire to project. Such an approach is instrumental in ensuring the delivery of a clear and consistent message across diverse campaigns and communication platforms.

It is worth considering that the alignment of brand personality with the Myers-Briggs Type Indicator (MBTI) of their target consumer base may be a strategic endeavour to foster a deeper connection and loyalty. Brands meticulously craft their personalities not solely to reflect their consumer base but to also incarnate the aspirational attributes that consumers seek to affiliate with themselves. This alignment can culminate in enhanced emotional engagement, as consumers tend to favor brands that echo their own self-concept or the persona they endeavour to portray. Furthermore, discerning the predominant MBTI profiles within their consumer base can equip brands with insights to refine their communication strategies. Acknowledging the dynamic essence of consumer-brand interactions is crucial. As individuals' personalities and life circumstances evolve, their predilections and perceptions of brands may undergo changes. Consequently, brands are compelled to persistently conduct market research and adjust their strategies in alignment with these shifting dynamics. Employing MBTI profiles can constitute an element of a broader, more holistic strategy to comprehend and address the psychological and emotional motivators of consumer behaviour. However, while leveraging MBTI profiles can be a formidable strategy, it is imperative for brands to ensure that their strategies are inclusive, and steer clear of stereotyping or marginalizing potential customers. The heterogeneity inherent in each personality type, coupled with the broad spectrum of consumer preferences, calls for a nuanced and respectful approach. This approach should honour individual variances while still fostering a resonant and unified brand identity.

In essence, this research aspires to chart a new trajectory in the application of AI to Brand Management, shifting the focus from a predominant consumer-centric perspective to a more holistic brand-oriented approach. It endeavours to harness the potential of AI to distil and articulate the essence of a brand, ensuring that its identity and image are not only accurately perceived but also strategically aligned with its core values and the aspirations of its target consumers.

# CHAPTER 1

## The Brand: Definition and Exploration of Key Characteristics

### 1.1 An In-Depth Exploration of Brand Definitions, Components, and Conceptual Frameworks

In contemporary society, brands have emerged as significant influencers, with a ubiquitous presence across various dimensions of our lives, encompassing the economic, social, cultural, sporting, and even religious contexts. This omnipresence has led to an augmented investigation, as highlighted by Klein<sup>1</sup>. As prominent symbols of our economies and postmodern societies, brands warrant comprehensive analysis from a myriad of angles, including but not limited to macroeconomics, microeconomics, sociology, psychology, anthropology, history, semiotics, philosophy, and beyond. Brands are regarded as essential entities, impacting not only communication strategies but also financial performance. They are recognized as integral components of a company's overall capital structure, emphasizing the importance for in-depth examination.

In terms of a definition of a brand, experts tend to provide their own unique interpretations or intricate distinctions within their characterisations, contributing to the lack of a universally accepted standard. This ambiguity is further compounded by an absence of a well-defined measurement process, resulting in a schism among experts. These divisions manifest primarily in two distinct categories: one group primarily concerned with *consumer-centric* viewpoints, emphasizing the brand-customer relationship, while the other places greater emphasis on the *financial* dimensions of brands. According to the *consumer-cantered* perspective, the additional value, in terms of revenue streams, is generated by capturing the loyalty of customers who prefer a particular brand over its competitors. This preference is rooted in the emotional connection fostered through strategic marketing efforts. As per Keller<sup>2</sup>, a brand constitutes mental associations (unique, strong, and positive) that enhance the perceived value of a product or service, influencing consumer decisions and bolstering company profits. This definition, by underlying the enhancement of the perceived brand's value, is excluding the product from

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<sup>1</sup> Cfr. Klein (1999) cited in Kapferer (2008), p. 26

<sup>2</sup> Cfr. Keller (1998) cited in Kapferer (2008), p. 27



the realm of the brand. “Modern Brand Management” starts by prioritizing the product and service as the primary drivers of perceived value, while communication plays a role in organizing, directing tangible perceptions, and introducing intangible elements. Instead, from a *financial* standpoint, brands are contingent assets, interlinked with tangible components like products or services (materializing the brand's essence) to deliver financial value, therefore holding tangible value. They are listed as intangible assets, akin to patents and databases, on balance sheets. According to Kapferer<sup>3</sup>, a brand is a name that significantly impacts buyers, becoming a pivotal factor in purchasing decisions. Although the different points of view and different definitions of brand, there is an “international” definition, which represents its primordial nature of defence against theft. Fundamentally, it communicates to the customer the origin of the product, serving to safeguard both consumers and producers from competitive incursions.<sup>4</sup> Nevertheless, numerous scholars, including Aaker<sup>5</sup> and Kotler et al.<sup>6</sup>, steadfastly adhere to the American Marketing Association's (AMA) earlier definition. However, in 2007 the AMA revisited the conceptualization of a brand, presenting it as «A name, term, design, symbol, or any other feature that identifies the seller's goods or services as distinct from those of other sellers»<sup>7</sup>. However, this definition does not reflect the true essence of the brand. It is incomplete; the concept of a brand is more nuanced.

### **Brand's Element**

A brand is made up of various elements, which are studied and developed one after the other to create a *name* which has the power to influence the buyer's behaviour and decisions, thus becoming a *purchase criterion*. This can be explained by its ability of representation and creation of a relationship (bond), creating mental association in buyers. Kapferer<sup>8</sup> outlines essential attributes – *saliency*, *differentiability*, *intensity*, and *trust* – that elevate a mere name into a brand, that are built in the long term thanks to strategic actions. By choosing the brand, in a market inundated with choices and information overload, the buyer has a reduced decision-making time feeling of risk, which can be of a rational dimension, related to the economic (*price*) and functional

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<sup>3</sup> Cfr. Kapferer (2008), p. 27

<sup>4</sup> Cfr. Kotler and Armstrong (1996)

<sup>5</sup> Cfr. Aaker (1991)

<sup>6</sup> Cfr. Kotler et al. (1996)

<sup>7</sup> Cfr. AMA (2007) cited in Maurya and Mishra (2012), p. 2

<sup>8</sup> Cfr. Kapferer (2008), p. 27

(*performance*) aspects, and emotional dimension, related to the experiential, psychological or social (*social image*) aspects. A well-crafted branding effort is underpinned by a deep understanding of the target audience, their preferences, needs, and desires, as well as an effective communication strategy to convey the brand's message and essence, building trust, fostering loyalty.

In summary, a brand's existence centrally depends on its capacity to exert influence in the market. Moreover, if a brand possesses substantial influence, it should depend on connections and mental associations, often referred to as “brand image”. This concept, as outlined by Kapferer<sup>9</sup>, is intertwined with:

- The brand's perceived competence, typical offerings, and specialized expertise, known as the brand territory
- Its quality level, which can range from low to premium or luxury
- The unique attributes it possesses
- Its most distinguishing quality or advantage, also known as perceived positioning
- The kind of consumer it attracts
- The personality and imagery associated with the brand

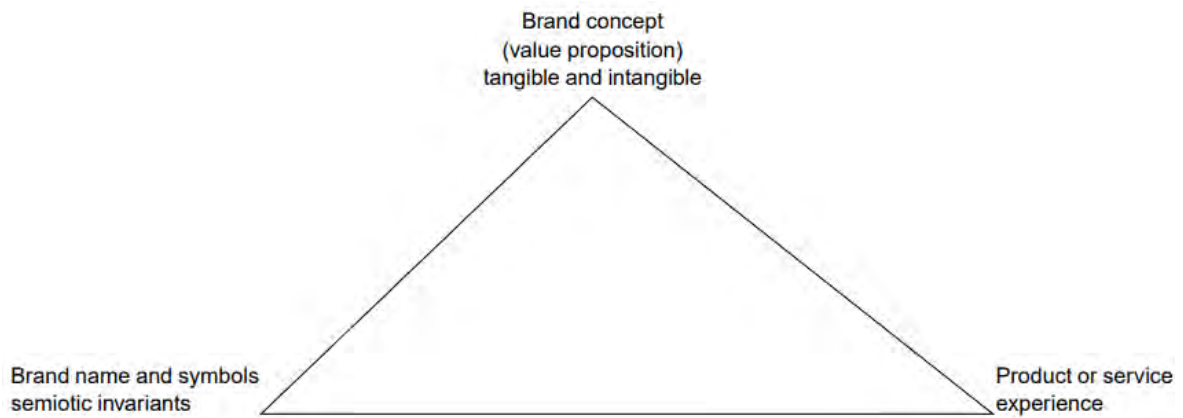
The potency of a brand name stems from a combination of the product or service offered, the individuals interfacing with the market, pricing strategies, distribution channels, and communication methods – all contributing to the collective brand encounter. Hence, it is apt to characterize brands as dynamic, interconnected entities consisting of three pivotal components: products or services, nomenclature, and the underlying conceptual framework, as expounded by Kapferer<sup>10</sup>.

As per the concept emphasizing the indispensability of a brand system, it is crucial to always recognize that while the product or service occupies a central position, their significance is derived from the array of experiences, values, and symbols associated with them.

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<sup>9</sup> Cfr. Kapferer (2008), p. 28

<sup>10</sup> Cfr. Kapferer (2008), p.29



*Fig. 1 The branding framework<sup>11</sup>*

To better understand the concept of the brand, I will use the interpretation given by Shostack<sup>12</sup> who sees it as a combination of discrete elements linked together in molecule-like wholes, and I will try to define it as following: A brand is a multifaceted and strategically cultivated concept that encompasses the unique identity, perception, and association of a particular product, service, organization, or individual in the eyes of its target audience and the broader market. It represents a carefully constructed and maintained set of attributes, values, and qualities that serve to distinguish and differentiate the entity in question from its competitors or peers. At its core, a brand is more than just a name, logo, or visual identity; it is a complex amalgamation of intangible and tangible elements. These elements include the values and principles the brand stands for, the promises it makes to its consumers, the emotional connections it fosters, and the overall experience it delivers. Successful branding efforts are underpinned by a deep understanding of the target audience, their preferences, needs, and desires, as well as an effective communication strategy to convey the brand's message and essence. It provides a framework for consistent messaging and behaviour across all touchpoints, from advertising and marketing materials to customer service interactions. Basically, a brand encapsulates the essence of what an entity represents and strives to leave a lasting, positive impression in the minds of its stakeholders. Moreover, the brand differentiation is built through superiority on its particular aspects.

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<sup>11</sup> Cfr. Kapferer (2008), p. 29

<sup>12</sup> Cfr. Shostack (1977)

### *Brand's DNA*<sup>13</sup>

It is also important to analyse the constituent elements that shape and influence the brand. This involves a comprehensive exploration of various facets:

1. *Inherent Products of the Brand*: The products affiliated with a brand serve as conduits for embodying the brand's values and overarching vision. These values are intricately woven into the fabric of the products, beginning from their initial production phases.
2. *Significance of Brand Names*: The nomenclature of a brand emerges as a conspicuous medium for conveying the brand's intentions. Through its name, a brand articulates its mission and objectives, providing a tangible representation of its overarching purpose.
3. *Brand Characters*: Emblematic symbols play a pivotal role in encapsulating the identity of a brand through visually distinct figures. These symbols facilitate brand recognition, inspire confidence in the brand, contribute to its longevity, and confer a personalized touch.
4. *Visual Symbols and Logotypes*: The graphical representations and logotypes associated with a brand form integral elements that contribute to its visual identity.
5. *Geographical and Historical Roots*: Understanding the geographical and historical underpinnings of a brand provides valuable insights into its origins and evolution over time, offering contextual depth to its identity.
6. *The Brand's Originator*: Exploring the identity of the individual or entity responsible for the creation of the brand sheds light on its foundational genesis and the underlying ethos that steered its establishment.
7. *Advertising Content and Form*: Scrutinizing the way a brand is presented, and the nature of messages associated with it within advertising campaigns is crucial. This analysis encompasses an examination of both the presentation format and the thematic content, elucidating the brand's narrative and associative messages.

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<sup>13</sup> Cfr. Kapferer (2008), p. 188

This comprehensive examination of these elements contributes to a nuanced understanding of the brand's essence, providing a holistic perspective on the multifaceted dimensions that collectively shape its identity and communicative impact.

### **The three layers of the brand<sup>14</sup>**

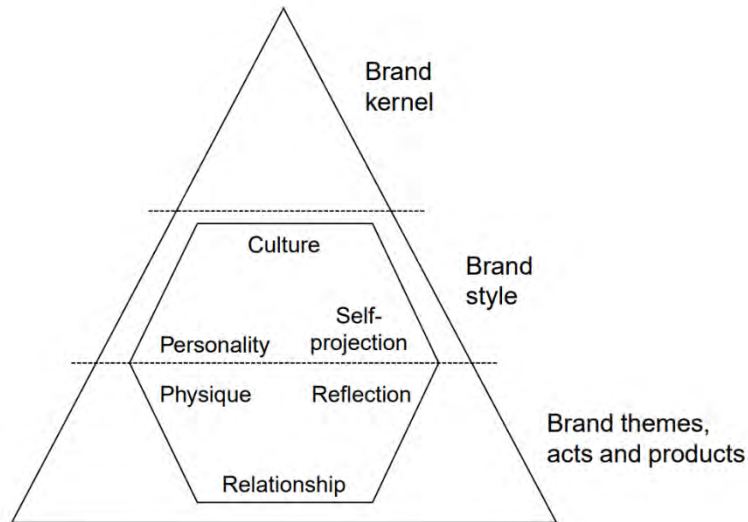
A brand assumes the character of a visionary entity by establishing a trajectory for its product category, providing a sense of direction. Consequently, it necessitates a guiding orientation to elucidate its forward-looking stance. The management of a brand is integral in shaping the future of its products, elucidating the driving forces and *raison d'être*. These fundamental concepts find representation in a three-tier pyramid, offering a framework to harmonize the interplay between change and identity:

- Positioned at the apex of the pyramid is the brand kernel, embodying core values that confer coherence and consistency to the brand.
- Occupying the middle tier is the realm associated with the brand's stylistic code.
- At the base lie the brand themes, actions, and products, encapsulating communication concepts and product positioning.

Within this pyramid, the identity prism can be incorporated. The middle level, corresponding to the brand style, can be linked to cultural, personality, and self-projection aspects. The lower tier is affiliated with physical, reflective, and relational dimensions.

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<sup>14</sup> Cfr. Kapferer (2008), p. 290



*Fig. 2 Kapferer's pyramid and Prism model<sup>15</sup>*

This model posits that for a brand to endure as a robust and captivating entity, it must cultivate two distinct dimensions: firstly, a robust and immutable brand kernel, serving as a guiding force over the long term; secondly, adaptable, and variable brand themes and actions responsive to market fluctuations. The ability of a brand to consistently generate distinct experiences or narratives through varied actions tied to physical, reflective, or relational concepts ensures perpetual customer attraction. In instances of adversity, when diverse actions prove inadequate, intervention at the style level becomes imperative. Alterations to personality, culture, or self-projection can salvage a brand without necessitating modifications to its core elements. In dire circumstances demanding a recalibration of core values, a comprehensive re-evaluation of the brand and its fundamental purpose is paramount.

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<sup>15</sup> Cfr. Kapferer (2008), p. 291

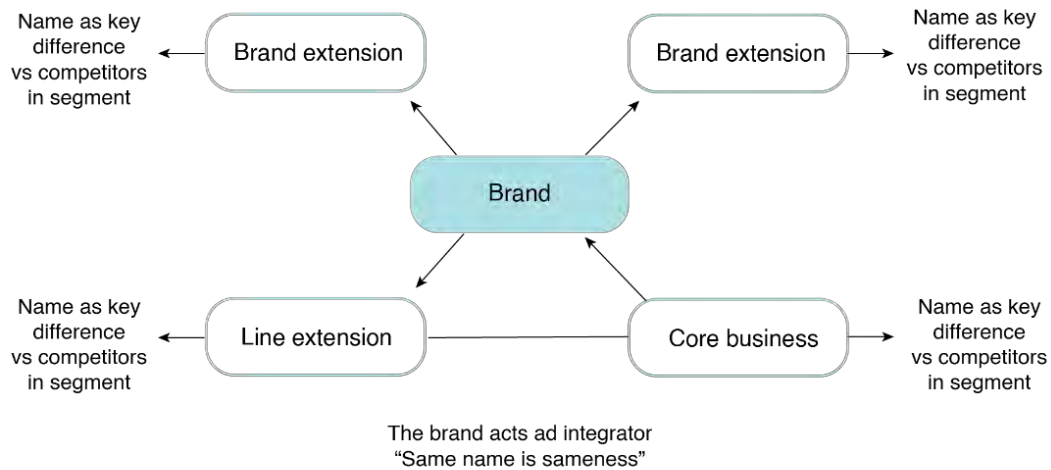
## 1.2 Corporate Brand and Product Brand: Definitions, Distinctions, and Discerning Differences

In the domain of corporate identity, a *corporate brand*, often termed a company brand, serves as a comprehensive representation of an organization's image projected to the public. This encapsulating concept includes the values, mission, culture, and overall reputation of the corporation. The primary objective of corporate branding lies in cultivating a distinct and positive perception of the company, thereby influencing the perspectives of various stakeholders, encompassing customers, investors, employees, and the broader public. Concurrently, a *product brand* denotes the unique identity and image affiliated with a specific product or service within a company's portfolio. This distinctive identity is typically conveyed through a unique name, design, symbol, or other differentiating features. The core objective of product branding is to establish recognition, foster trust, and communicate the distinctive attributes or value proposition associated with a particular offering. While a corporate brand serves to represent the entirety of a company, a product brand is strategically crafted to carve out a distinct identity for an individual product or product line.

Typically, a brand encompasses diverse products, necessitating a comprehensive understanding of its interaction with each product. Its primary role is to integrate disparate products under common values, fostering a cohesive identity. Despite product variations, it is crucial for them to embody the overarching brand values. Simultaneously, the brand acts as a differentiation tool, distinguishing its products from competitors and creating distinct categories in the minds of customers. For instance, Apple products are easily identifiable. Safeguarding core values is imperative, with non-negotiable central values embedded in products, while peripheral values vary across segments, catering to diverse customer expectations.<sup>16</sup>

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<sup>16</sup> Cfr. Kapferer (2008), p. 274



*Fig. 3 Integration and Differentiation of Brands by Kapferer<sup>17</sup>*

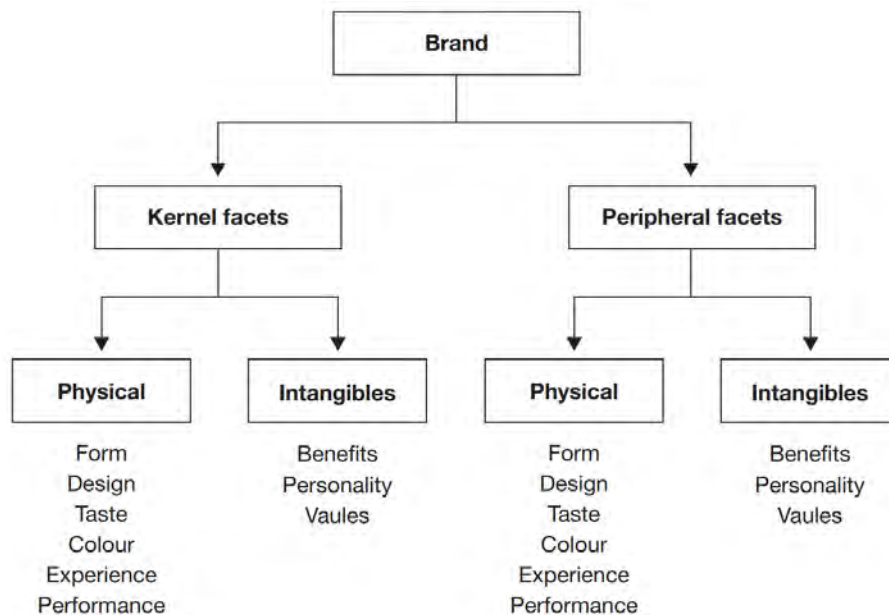
Establishing brand coherence is crucial for differentiation, achieved by infusing tangible and intangible values. At the foundation of coherence lies the brand kernel, embodying its fundamental values (see Figure 4). Once the kernel values are delineated and communicated, attention shifts to the articulation of peripheral facets. Now, brands diverge into generalist or specialist orientations.<sup>18</sup> Upon the establishment and communication of the kernel values, attention should then be directed towards delineating the peripheral facets. Brands undergo differentiation, categorized as either generalist or specialist. A generalist brand encompasses a diverse array of products under its banner, catering to various needs within the market sector. In contrast, a specialist brand meticulously targets a specific market segment, offering a distinct and limited product range. In the development of peripheral traits, generalist brands often cultivate generic and subdued brand values, essentially functioning as labels that encompass all products without exuding aspirational influence. Consequently, the promotional focus of a generalist brand centres on highlighting specific product features rather than emphasizing the overarching brand identity. An illustrative example of a generalist brand is Peugeot. In contrast, a specialist brand concentrates on bolstering its brand potency, prioritizing the communication of values associated with the brand name over specific product models. BMW serves as an exemplar of a specialist brand in this regard.<sup>19</sup>

<sup>17</sup> Ibid

<sup>18</sup> Cfr. Kapferer (2008), p. 275

<sup>19</sup> Ibid





*Fig. 4 Elements of Brand Identity<sup>20</sup>*

Nevertheless, over the years, companies have maintained a separation between their corporate identity and brand names, often driven by prudence and concerns about potential repercussions in the event of brand failures. Notably, this practice allowed Procter & Gamble to shield its corporate name from public awareness while its brands, such as Ariel and Pampers, thrived independently. However, a shift towards transparency is evident due to communication obligations and public interest in the entities behind popular brands. Some companies, like Danone, adopt flagship brand names for increased visibility, aligning with a broader trend towards corporate visibility. This shift is not only due to transparency requirements but also influenced by factors like distribution dynamics, especially in business-to-business relationships, where corporate names can result to be more relevant.<sup>21</sup>

In industries where companies operate in both industrial and commercial markets simultaneously, a strategic choice must be made between emphasizing product brands or leveraging corporate reputation to support products. The growing inclination towards corporate visibility extends beyond consumer markets to encompass industrial and commercial sectors, giving rise to the dilemma of choosing between product brands and corporate reputation as focal points for endorsement. The decision hinges on a case-by-

<sup>20</sup> Cfr. Kapferer (2008), p. 276

<sup>21</sup> Cfr. Kapferer (2008), p. 388

case analysis of the returns each approach yields across various target audiences.<sup>22</sup> Table 1 illustrates the framework of this analysis.

Targets	Product brand	Corporate brand
Customers	+++++	+
Trade associations	++++	+
Employees	+++	++
Suppliers	+++	+++
Press	+++	+++
Issues groups	++	++++
Local community	++	++++
Academia	++	++++
Regulatory authorities	+	++++
Government commission	+	++++
Financial markets	+	+++++
Stockholders	+	+++++

*Tab. 1 Common functions of the Corporate and Product Brands<sup>23</sup>*

This flexibility is exemplified by Imperial Chemical Industries<sup>24</sup> (ICI), which employs three distinct brand policies (see Figure 5): the classic umbrella brand, the endorsing brand, and exclusive use of the product brand. These policies are applied based on the nature of the product, differentiation strategies, and market considerations. The evolving landscape of corporate branding is evident in the changing practices of company like E.I. Du Pont de Nemours<sup>25</sup>, which demonstrate varying approaches to brand visibility and endorsement. As companies navigate branding decisions, product innovations present critical opportunities to revisit and refine branding policies. Questions arise regarding the nomenclature of innovations and the balance between leveraging the corporate name and creating distinctive product identities. In high-involvement contexts, such as roofing innovations, questions arise about the nomenclature of innovations and the balance between leveraging the corporate name and creating distinctive product identities. The dynamic interplay between corporate identity and product branding, influenced by transparency imperatives, market dynamics, and strategic positioning, is crucial for sustaining brand relevance and corporate success as industries evolve.<sup>26</sup>

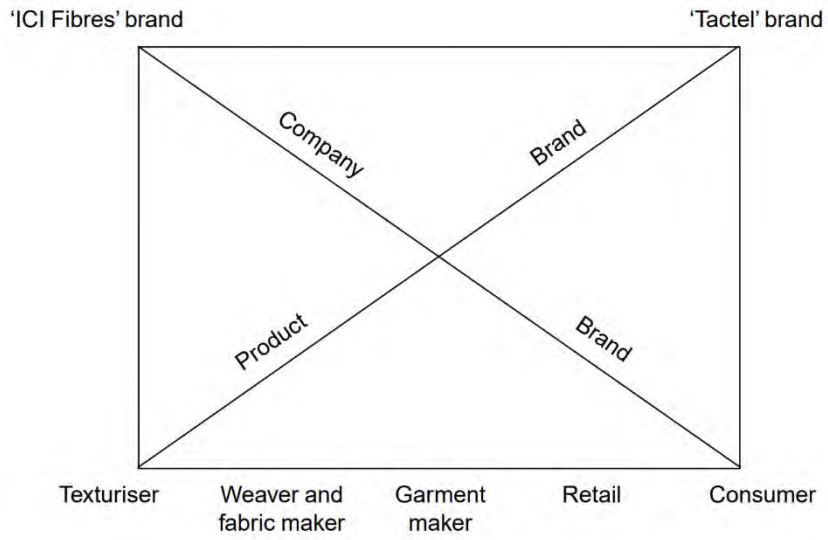
<sup>22</sup> Cfr. Kapferer (2008), p. 389

<sup>23</sup> Ibid

<sup>24</sup> Imperial Chemical Industries was a British chemical company that existed for much of the 20th century. It was a major player in the global chemical industry, which in 2008 was acquired by AkzoNobel.

<sup>25</sup> E. I. du Pont de Nemours and Company, is an American conglomerate that historically was a major player in the chemical industry. It is known for innovations like nylon and Teflon.

<sup>26</sup> Kapferer (2008), p. 389-390



**Fig. 5** ICI's Corporate and Product Branding<sup>27</sup>

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<sup>27</sup> Cfr. Kapferer (2008), p. 390

### 1.3 Brand equity: the economic Value of a Brand<sup>28</sup>

The conceptualization of brand equity, as delineated in the records of Marketing Science<sup>29</sup> encapsulates a spectrum of associations and behaviours emanating from customers, channel members, and the parent corporation itself. This amalgamated impact empowers a brand to realize enhanced volumes or margins, surpassing those achievable in its absence. This conceptual framework transcends the bounds of emotional customer connections, encompassing a comprehensive array of actions and associations that brands evoke not only among consumers but also clients and fellow corporations. Within this paradigm, a brand emerges as a powerful market influencer with the capability to generate significant revenue. Addressing the ambiguity surrounding the concept of revenue in this context, it is crucial to distinguish between three integral concepts: *brand assets*, *brand strength*, and *brand value*. *Brand assets* incorporate all elements contributing to brand influence, including but not limited to saliency, image, relationships, and patents. *Brand strength* pertains to the tangible manifestations of these assets within a given time and market context, measurable through indicators such as market share, leadership stature, loyalty, and the ability to command a price premium. Conversely, *brand value* is indicative of the brand's proficiency in profit generation, thus accentuating the financial facet of brand equity.



**Tab. 2** From awareness to financial value<sup>30</sup>

The progression from brand awareness to tangible financial value, as illustrated in table 2, accentuates the dual nature of a brand's worth: psychological and financial. While traditionally appraised primarily for its marketing value and consumer attraction

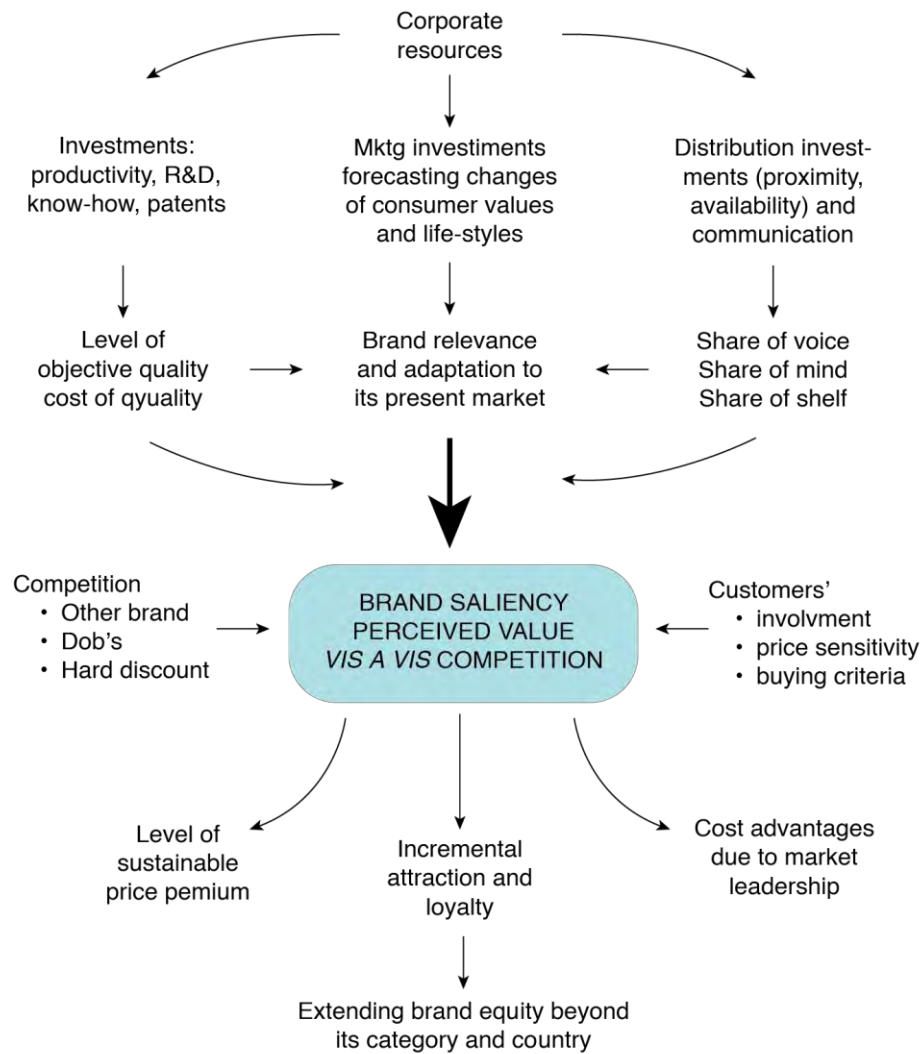
<sup>28</sup> Kapferer (2008), p. 13 - 25

<sup>29</sup> Cfr. Leuthesser in (1988)

<sup>30</sup> Cfr. Kapferer (2008), p. 14

capabilities, a brand's worth extends into realms beyond mere customer engagement. It plays a pivotal role in nurturing relationships, be it between investors and corporations or distributors and companies. The brand's inherent strength lies in fostering goodwill towards the company, luring new investors for financial stability, and establishing sturdy alliances with resellers or distributors for economic gains.

Summarizing the advantages, a brand confers upon customers, it serves as a bulwark against the perceived risks inherent in decision-making, especially in high-stakes markets like food or beverages. A robust brand value offers reassurance to customers, diminishing their apprehensions about product or service selection. Additionally, it fulfils the information needs of consumers regarding desired products, delineating their features and qualities without necessitating physical trial, thus enabling consumers to make more informed decisions through narrative experiences. From a corporate perspective, a formidable brand offers a plethora of benefits. It reduces the risks linked to financial instability, buoyed by high customer loyalty and the predictability of future sales. As a competitive barrier, it deters new entrants, thereby sustaining market dominance and simultaneously smoothing the corporation's entry into novel markets as a beacon of quality. Furthermore, a strong brand is a revenue generator, providing funds that can be channelled into research and development, enhancing quality, anticipating trends, and crafting distinctive brand promotion strategies. This multifaceted role of brand equity, encompassing psychological, market, and financial dimensions, underscores its critical importance in the contemporary business landscape.



*Fig. 6 The drivers of brand financial success<sup>31</sup>*

## Customer Equity

Customer equity is the precursor to financial equity. The financial value of brands is derived from the assets they build within the minds and hearts of customers, distributors, influencers, and opinion leaders. These assets encompass brand awareness, perceptions of uniqueness and superiority in certain valued benefits, and emotional connections.<sup>32</sup> Moreover, customer equity can be defined as the comprehensive discounted aggregate of the lifetime value stemming from a firm's existing and prospective customers.<sup>33</sup> Rust et al.'s three-dimensional driving factor model<sup>34</sup> posits that customer equity can be

<sup>31</sup> Cfr. Kapferer (2008), p. 25

<sup>32</sup> Cfr. Kapferer (2008), p. 10

<sup>33</sup> Cfr. Rust et al. (2004) cited in Yuan et al. (2023), p. 4

<sup>34</sup> Ibid

delineated into three distinct components: *value equity*, *brand equity*, and *relationship equity*. This framework stands as a preeminent perspective within the realm of research, offering a conceptual and dimensional segmentation of customer equity. *Value equity* pertains to the objective evaluation by customers regarding the quality, price, and convenience of a brand's products or services.<sup>35</sup> Furthermore, *brand equity* includes the subjective assessment of the brand, encompassing elements such as brand awareness and customers' attitudes toward it.<sup>36</sup> The third constituent, *relationship equity*, reflects the potency of the bond shared between customers and the brand.<sup>37</sup> In the contemporary competitive landscape of business, customer equity assumes a pivotal role as a core strategic asset influencing a firm's prospects for survival.<sup>38</sup>

### **Comparing Brand Equity and Customer Equity<sup>39</sup>**

The debate between the importance of customer equity versus brand equity is a complex and multifaceted issue. Both aspects are crucial and interrelated in the context of marketing and customer relationship management (CRM). Brands need to foster true customer loyalty, not just loyalty bought through incentives like loyalty cards or gifts. CRM is beneficial for demonstrating a brand's commitment to its customers, offering personalized, efficient service. The financial value of a brand hinges on its ability to generate future returns and the risk associated with these returns. A brand's strength largely comes from a solid base of loyal customers. Since the 1980s, the focus of marketing has shifted towards customer loyalty and satisfaction, moving away from solely acquiring new clients. This shift is particularly relevant in markets abundant with choices, where customers frequently switch between brands. Loyal customers are not only more profitable, but their expenditure also tends to increase over time. They become less price-sensitive and are effective in spreading positive word-of-mouth about their preferred brands. According to Bain & Company, reducing customer defection rates by 5% can increase profits by 25-85%. Brands like British Airways and Carrefour have shown the significant financial contributions of lifetime customers. Strong brands are increasingly establishing loyalty programs. However, these cannot compensate for poor

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<sup>35</sup> Cfr. Vogel et al. (2008) and Yuan, Kim, and Kim (2016) cited in Yuan et al. (2023), p. 4

<sup>36</sup> Cfr. Aaker (1991), Berry (2000) and Yoo et al. (2000) cited in Yuan et al. (2023), p. 4

<sup>37</sup> Cfr. Vogel et al. (2008) cited in Yuan et al. (2023), p. 4

<sup>38</sup> Cfr. Kim et al. (2020) and Kumar and Shah (2009) cited in Yuan et al. (2023), p. 4

<sup>39</sup> Unless otherwise mentioned cfr. Kapferer (2008), p. 252 - 255

service. Effective loyalty strategies should be both defensive, giving no reason for customers to leave, and offensive, creating personalized relationships. The defensive aspect includes identifying and addressing causes of customer dissatisfaction, while the offensive aspect involves treating customers as individuals rather than just accounts, leading to a more intimate bond. Database marketing plays a key role in this approach, allowing brands to tailor their services and communications to individual customer needs. The aim is to increase brand usage, especially among heavy buyers. Mass advertising often misses these prime prospects, while promotions tend to decrease brand loyalty. Thus, the focus is shifting towards database marketing to effectively target and nurture relationships with high-profit customers. Ultimately, the balance between customer equity and brand equity is essential. Both contribute to a brand's financial value and market position. Loyalty programs and personalized customer relationships, supported by database marketing, are fundamental in maintaining and increasing a brand's loyal customer base.



## 1.4 Double perspective of the brand: identity and image

### The concept of identity<sup>40</sup>

Tracing its historical evolution, "identity" encompasses various meanings, grounded in physical, metaphysical, logical, gnoseological, ontological, and epistemological dimensions. Western thought presents three speculative paradigms framing identity: "*default*" identity, "*constructed*" identity from constructivist theories, and "*narrative*" identity emphasizing storytelling. In metaphysical substantialism, identity is predefined with an unalterable essence, shaping goals based on essential nature. Constructivism challenges substantive primacy, positing that identity is continually constructed, making it an unsuitable foundation for actions. A hermeneutic perspective offers a middle ground where narratively configured identity allows for renewed openness to being, influencing the dialectical relationship between one's being and goals.

#### *The "Default" Identity*

The "substantialistic" view, rooted in dualistic ontology, posits an immutable substance (subject) and accidental properties (predicates), perpetuating dualities of being/becoming, permanence/change, and essence/accident. This anthropological framework underscores discovering an individual's true nature by discerning their substance, the unchanging essence defining their unique identity. Plato's examination of "default" identity<sup>41</sup> establishes a dichotomy between eternal Forms and the sensible world, emphasizing a dualism where the body confines while true essence lies in knowledge of universal Forms. Aristotle's perspective offers a unified human essence with the soul as a guiding principle. Descartes introduces a modern dualistic framework, distinguishing "thinking substance" and "extended substance." Locke challenges substantialism, tying personhood to consciousness and memory. Hume sees the self-concept as a constructed fiction, a changing republic of consciousness. Leibniz introduces monads, challenging traditional views.

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<sup>40</sup> Cfr. Bagnoli et al. V. (2020), p. 19 - 29

<sup>41</sup> Cfr. "Sophist" and "Parmenides" dialogues

### *The “Constructed” identity*

The constructivist perspective, advocated by influential figures like George Kelly, Ernst von Glasersfeld, Heinz von Foerster, Humberto Maturana, and Francisco Varela, challenges objectivity by asserting that reality is not independent of the subject. Instead, it posits that individuals actively construct cognitive representations, shaping their understanding of the world. This departure from traditional positivism highlights that knowledge is an internal construction influenced by the observer's distinctions. Constructivism distinguishes critical forms, recognizing knowledge limitations, and radical forms, rejecting the concept of an "objective reality." Embracing circular concepts from cybernetics, it emphasizes self-regulation, self-reference, and self-organization. Radical constructivism views identity as culturally and socially constructed, lacking an immutable essence, with criteria for identity and difference seen as subjective creations rather than reflections of an independent reality.

### *The “Narrated” identity*

Paul Ricoeur<sup>42</sup> rejects immediate self-transparency, conceptualizing identity as a hermeneutic journey involving self-conquest and reappropriation. His narrative identity model portrays a dynamic, non-monolithic Self engaged in ongoing processes, reconciling conflicts without absolute resolution. Ricoeur envisions the Self as a de-substantialized subject in a continuous process of becoming through language and cultural engagement. The dialectical structure of the Self involves two poles—sameness (*idem*) for stability and finitude, and *ipse* for ethical temporal permanence symbolized by a promise. Ricoeur's hermeneutic stance emphasizes a dialectical model where identity results from balancing diverse Self dimensions, acknowledging moments of "otherness" and not complete self-belonging.

### **From individual to corporate identity<sup>43</sup>**

The concept of individual and organizational identity is multifaceted and intertwined, with various paradigms influencing its understanding. For example, Charles Cooley's concept of constructed identity suggests that an individual's self-perception is strongly

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<sup>42</sup> Cfr. Ricoeur (1993)

<sup>43</sup> Cfr. Bagnoli et al. (2020), p. 29 - 37

influenced by how others perceive them.<sup>44</sup> Individuals shape their identity based on how they believe significant others perceive them, acting as mirrors that reflect external evaluations.<sup>45</sup> Erving Goffman, on the other hand, argues that an individual's self-perception primarily shapes how they present themselves to others.<sup>46</sup> His theory of impression management asserts that individuals use techniques to guide and control the impressions others form about their identity. The individual's behaviour varies with the specific role they are interpreting, aligning with the constructed and narrated identity paradigms. George Herbert Mead's proposed a circular identification process where the individual's perception of themselves (the "Ego", shaped through individual self-experience) is both influenced by and influences how they appear to others (the "Me", formed through interactions with others).<sup>47</sup> Despite differences, all cited authors underscore that individual identity is linked to how a subject integrates into social groups, evolving through identification with similar subjects, fostering a sense of belonging. This conceptualization extends to organizational identity, which pertains to how members perceive and represent the organization

Authors, such as Albert and Whetten<sup>48</sup>, aligned with a "default" individual identity paradigm, define organizational identity as central, distinctive, and enduring features differentiating an organization. Controversy arises regarding distinctiveness and durability, with some advocating for imitation and others emphasizing continuity. Instead, authors embracing a "built" individual identity paradigm reject durability and challenge the notion of an essence.<sup>49</sup> Organizational identity, viewed as a relational construct, is not a recent concept in organizational studies. Autopoietic systems, recognizing identity as a cognitive construction, react to contextual changes to maintain identity. This aligns with the narrated identity paradigm, emphasizing the narrative character of organizational identity and attributing different attributes based on interactions.<sup>50</sup> Whetten and Godfrey<sup>51</sup> distinguish organizational identity from organizational identification, forming a cognitive and emotional foundation connecting members with their organization. Dutton, Dukerich,

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<sup>44</sup> Cfr. Cooley (1998)

<sup>45</sup> Cfr. The looking glass self-theory by Cooley

<sup>46</sup> Cfr. Goffman (1956)

<sup>47</sup> Cfr. Mead (1934)

<sup>48</sup> Cfr. Albert and Whetten (1985)

<sup>49</sup> Cfr. Gergen (1991)

<sup>50</sup> Cfr. Czarniawska-Joerges (1994)

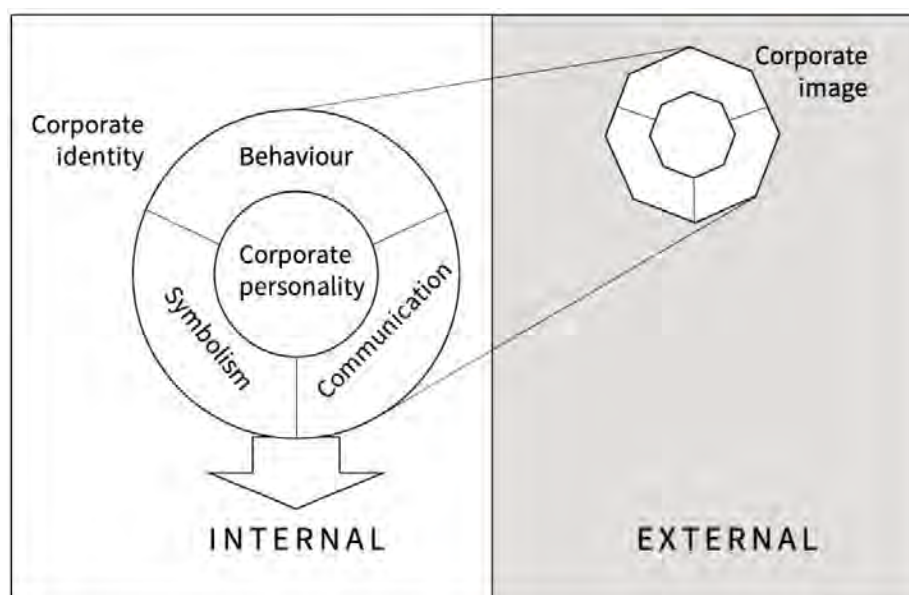
<sup>51</sup> Cfr. Whetten and Godfrey (1998)

and Harquail<sup>52</sup> define organizational identification as the extent to which an individual defines themselves through attributes defining their organization, operationalized through tests like the Rotterdam Organizational Identification Test. Schultz, Hatch, and Larsen<sup>53</sup> differentiate organizational identity from corporate identity, the latter addressing key questions about a company's nature, operations, and objectives, communicated for external and internal differentiation. Balmer and Stodtvig<sup>54</sup> assert that corporate identity encompasses various facets, including history, philosophy, mission, strategy, and product offerings. The Strathclyde Statement emphasizes corporate identity's role in consistent communication for attracting and retaining stakeholders.

Birkigt and Stadler<sup>55</sup> approach corporate identity by identifying its constituent elements:

1. Conduct, representing the actions judged by stakeholders.
2. Communication, involving messages conveyed externally.
3. Symbolism, serving as the instrument harmonizing various expressions.

These elements collectively manifest the company's self-perception. The internal trio (*conduct, communication, symbolism*) along with the personality, forms the channel through which the company communicates its image to the external environment.



*Fig. 7 The theorized model proposed by Birkigt and Stadler<sup>56</sup>*

<sup>52</sup> Cfr. Dutton, et al. (1994)

<sup>53</sup> Cfr. Schultz et al. (2000)

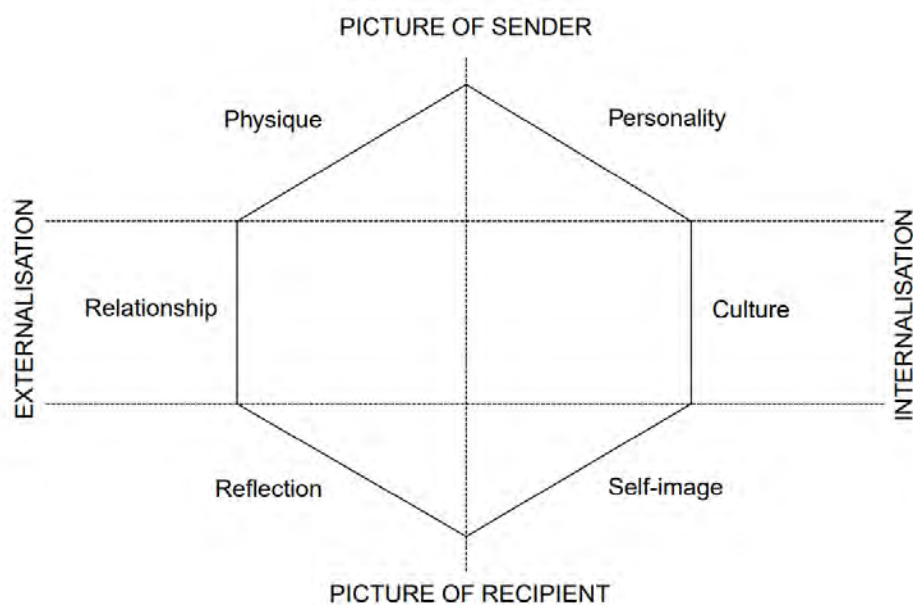
<sup>54</sup> Cfr. Balmer and Stodtvig (1997)

<sup>55</sup> Cfr. Birkigt and Stadler (1986)

<sup>56</sup> Cfr. Birkigt and Stadler (1986)

According to Kapferer<sup>57</sup> (2012), the constituents of corporate identity are sixfold and can be depicted through a prism (see Figure 8), with each facet signifying:

1. Physical nature: Referring to the organization's objective and tangible reality.
2. Personality: Expressed through member behaviour and distinctive elements like logos, slogans, and advertising.
3. Relationship: Pertaining to the connections established with stakeholders.
4. Culture: Involving the values and beliefs held by organizational members.
5. Reflection: Describing how the company appears to its customers.
6. Mental nature: Signifying the image customers hold of themselves as consumers of the company's products.



*Fig. 8 The theorized model proposed by Kapferer<sup>58</sup>*

The model can be analysed both horizontally, with the first pair focusing on the company as an entity, the second on its interactions with stakeholders, and the third on the target market. Additionally, a vertical perspective reveals external elements on the left and internal elements on the right.

<sup>57</sup> Cfr. Kapferer (2012)

<sup>58</sup> Cfr. Kapferer (2008), p. 183

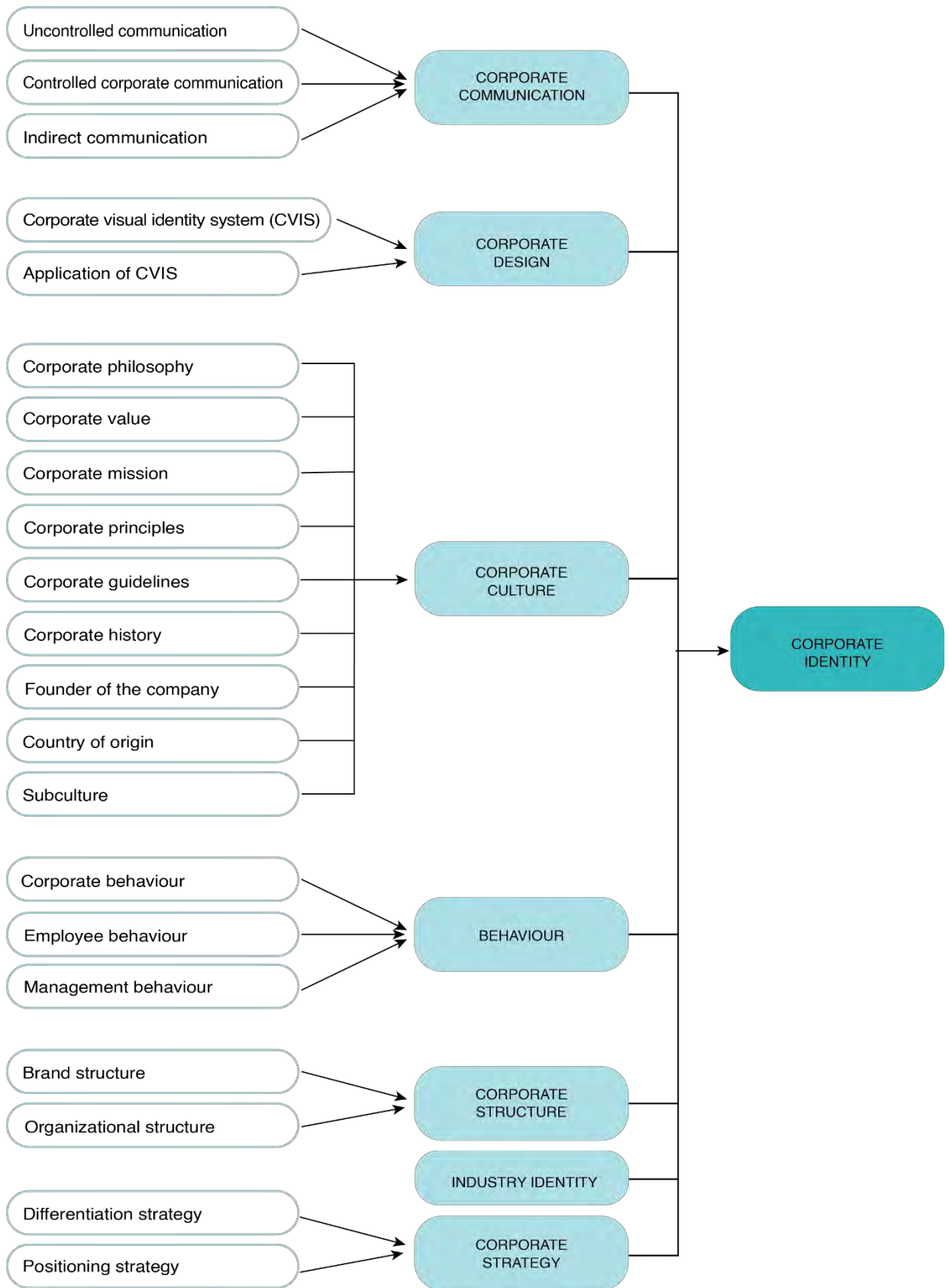
Melewar<sup>59</sup> presents a more intricate model, comprising seven key elements:

1. Communication, addressing how the company engages with its stakeholders.
2. Corporate design, encompassing all visual aspects such as the name, slogan, logo, symbol, colour, and typography.
3. Corporate culture, summarizing the prescribed conduct for business activities.
4. Behaviour, pertaining to the actions of the organization's members.
5. Corporate structure, comprising both organizational and brand structures.
6. Industry identity, defining competitive attributes like strategic positioning and size.
7. Corporate strategy, summarizing objectives and competitive strategies.

Each of these elements can be further delineated, as depicted in Figure 9.

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<sup>59</sup> Cfr. Melewar (2003)



**Fig. 9** The taxonomy developed by Melewar<sup>60</sup>

<sup>60</sup> Cfr. Melewar (2003)

Balmer and Soenen<sup>61</sup> present a concept akin to that of Birkigt and Stadler<sup>62</sup>. They identify three elements constituting corporate identity: the *Soul* (values, corporate culture, employee relations, history), the *Mind* (strategic decisions related to vision, mission, performance, sector identity, brand architecture, leadership, and style), and the *Voice* (controlled communication, unintentional communication, symbolism, visual identity, indirect communication). These elements integrate with environmental factors, stakeholders, and reputation.

*Organizational identity* arises from members' interpretations, expressed through stories, anecdotes, and career events. It is received through personal experiences with organizational elements. In contrast, *corporate identity* results from top management's communicative decisions. It is transmitted through communication channels to emphasize distinctive features for potential customers and stakeholders. Rather than emphasizing differences between theories, it is more constructive to view organizational identity and corporate identity as facets of the same phenomenon. Merging them into a unified corporate identity concept proves more useful, considering the challenge of categorizing organizational members within distinct stakeholder groups. The concept of corporate culture relates to internal members' daily experiences within the organization, while the concept of corporate image pertains to external stakeholders' perceptions.

### **The Brand identity and brand image<sup>63</sup>**

The differentiation of products and the attraction of customers are facilitated by the brand, which gives rise to the distinction between brand identity and brand image. Brand image, residing on the receiver's side, pertains to customers' perceptions of a brand, product, or company. This perception is developed by individuals based on the information received through the communication process. On the other hand, brand identity, situated on the sender's side, involves how the company perceives itself and aims to present its products. It encompasses the values and characteristics that the sender intends to communicate to customers. Figure 10 illustrates the synthesis of this process, highlighting the interaction between brand identity and image.

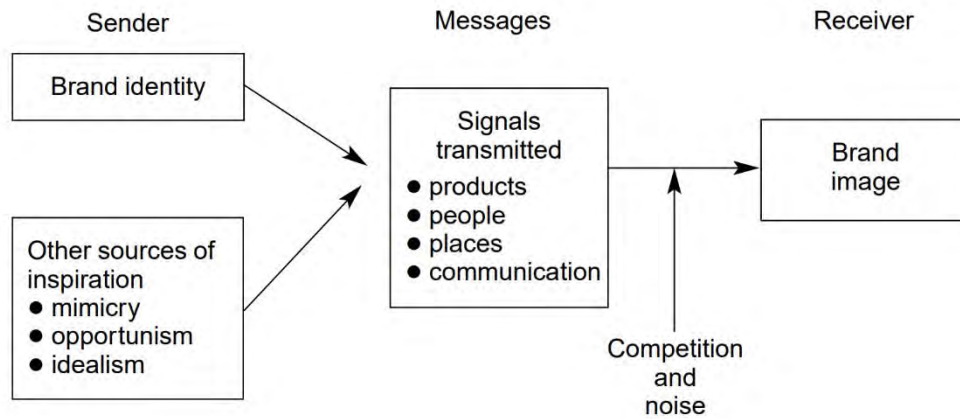
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<sup>61</sup> Cfr. Balmer and Soenen (1999)

<sup>62</sup> Cfr. Birkigt and Stadler (1986)

<sup>63</sup> Unless otherwise mentioned cfr. Kapferer (2012) p. 174





**Fig.10** The brand identity and the brand image<sup>64</sup>

Examining the figure, the sender has the capacity to influence the content of the message through two main avenues: brand identity (representing the brand's values) and other sources of inspiration. These additional sources of inspiration are potential pitfalls that can be mitigated through a strong and well-defined brand identity. The three identified glitches are:

1. *Mimicry*: This involves completely imitating competitors without understanding their brand essence.
2. *Opportunism*: This pertains to an obsession with constructing an attractive image that aligns with all customer expectations, potentially sacrificing the genuine identity of the brand and leading to a superficial facade.
3. *Idealism*: This entails creating an idyllic image that diverges from reality, communicating in a disjointed manner and causing confusion among consumers.

The establishment of a robust brand identity enables a company to develop a coherent and well-structured communication strategy. Subsequently, the creation of an appropriate message and its delivery to the receiver through suitable channels at the right time become essential. Once received, the interpretation of the message by the receiver is influenced not only by the company's communication but also by external factors such as competitor actions, external opinions, and societal influences. Recognizing that communication steps are complex and not always controllable; the strength of brand identity and company

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<sup>64</sup> Cfr. Kapferer (2012), p. 174

reputation plays a crucial role in guiding the receiver (customer) to interpret the message accurately and appreciate the brand.

### **The Corporate Identity and Image<sup>65</sup>**

The concept of corporate image lacks a singular definition in literature. Dutton and Dukerich define it as members' perception of how others perceive the organization, distinguished from reputation. («reputation describes the actual attributes outsiders ascribe to an organization [...], but image describes insiders' assessments of what outsiders think»<sup>66</sup>). Alvesson<sup>67</sup>, drawing from impression management theory, interprets it as top management projecting the desired image externally. Corporate image goals may align with the true identity or convey a socially desirable impression. Bernstein<sup>68</sup> defines corporate image as a set of public impressions built to attract a specific audience. The image can project the company's desired future vision, serving to destabilize the established cultural identity, triggering changes in vision, mission, strategy, and business model. Definitions converge in considering corporate image a vision generated within the organization, though Berg<sup>69</sup> believes it is externally generated. The last definition, akin to Fombrun's reputation, sees corporate image as judgments expressed by external subjects regarding the organization's actions and results, capturing its ability to create value for stakeholders. Unlike public impression, reputation implies a more cumulative, enduring, and widespread evaluation of corporate behaviour in space and time.<sup>70</sup> Fombrun and Van Riel<sup>71</sup> examine reputation across economic, marketing, strategic, and organizational perspectives. Economically, it involves stakeholders' perceptions, while in marketing, it reflects the brand image in customers' minds. Strategically, reputation is an intangible asset with potential economic value, measured in accounting terms. Organizationally, it roots in employees' significant experiences, and sociologically, it arises from socially constructed shared impressions. The focus of the perceptual process varies, whether internal for projecting corporate identity or external. Grunig distinguishes these perspectives, emphasizing an identity "constructed" paradigm. Despite the starting

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<sup>65</sup> Cfr. Cfr. Bagnoli et al. (2020), p. 37 - 47

<sup>66</sup> Cfr. Dutton and Dukerich (1991), p. 547

<sup>67</sup> Cfr. Alvesson (1990)

<sup>68</sup> Cfr. Bernstein (1984)

<sup>69</sup> Cfr. Berg (1985)

<sup>70</sup> Cfr. Fombrun (1996), p. 72

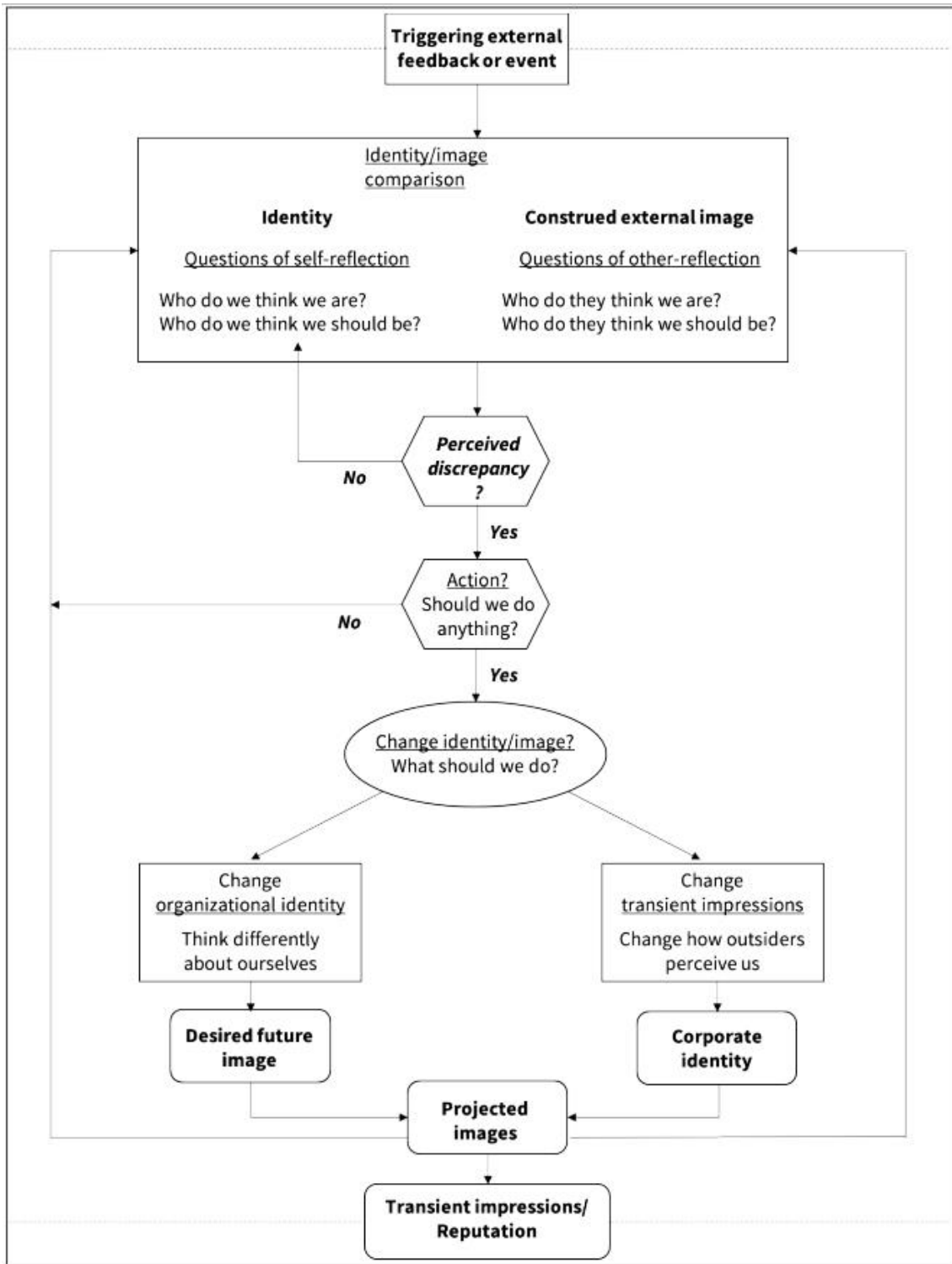
<sup>71</sup> Cfr. Fombrun and Van Riel (1997)

point, the process often leads to an image, serving as a necessary illusion to reassure organization members and portraying corporate identity as an imitation of prevailing market images.

In marketing studies, there has been exponential growth in publications exploring the difference and relationship between “brand identity” and “brand image”, aligning with Grunig's distinction. However, rather than emphasizing the gaps between diverse definitions of corporate image in literature, this discussion aims to delve into the proposal<sup>72</sup>. They integrate diverse definitions, presenting an interpretative model of how the image dynamically influences corporate identity and vice versa. The model assumes that organization members have developed a sense of themselves as an organization, communicated by top management. Periodic external feedback prompts top management to compare their perceived image with the developed identity. If aligned, corporate identity is positively evaluated and clearly communicated; otherwise, discrepancies raise the question of acceptability and the need for intervention. Interventions may target modifying corporate identity and/or image. To address challenges in altering the organization's current perception, top management can strategically present an appealing vision of the company. A public declaration of the desired future identity communicates a genuine intent for change, impacting both corporate identity and image for internal and external stakeholders. The subjectively interpreted projected image is influenced by external information, shaping revised impressions and reputation. This initiates a feedback loop prompting top management to assess the altered corporate image against corporate identity, initiating a mutual change process, as illustrated in the accompanying diagram.

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<sup>72</sup> Cfr. Gioia, Schultz, and Corley (2000)



*Fig. 11 Summary diagram of the process<sup>73</sup>*

This model explores the dynamic relationship between corporate identity and image, departing from the “predefined identity” paradigm. Corporate identity serves as the basis for creating the image, transmitted to stakeholders who provide feedback, influencing the

<sup>73</sup> Cfr. Gioia, Schultz, Corley (2000)

organization's self-perception. The model suggests that corporate identity continually evolves to adapt to external changes, with the image facilitating this process. It proposes a view where corporate identity, while not permanent, maintains continuity by evolving fundamental values. The corporate image is seen as a compromise between self-defined reflection and feedback, aligning with the “narrated identity” paradigm. In the next section, we introduce the “organizational identity dynamics model”<sup>74</sup>, illustrating how these elements influence each other through processes like mirroring, reflecting, expressing, and impressing.

### **The relationship between identity, and image<sup>75</sup>**

The interplay among identity and image necessitates explicit examination, revealing areas where identity may diverge image. To facilitate research and corporate consultancy, a schematic reference is required. Hatch and Schultz's studies<sup>76</sup> can be distilled into a dynamic model for analysing corporate identity, achieving three objectives: encompassing all three necessary contexts for analysis, identifying key components for each, and establishing their interconnections. I considered the organizational identity theory<sup>77</sup> focusing only on the aspect of identity and image.

Corporate image, projecting identity to diverse stakeholders, is influenced by their feedback. However, it is crucial to recognize that image, directed externally and influenced by multiple stakeholders, can never precisely mirror identity. Corporate identity is an internal product, originating solely from the organization itself. Therefore, processes defining it must remain within the organizational scope. The primary distinctions between corporate image and identity lie in their external/internal, other/self, and multiple/singular nature. Analysing corporate identity accurately involves considering these distinctions that set it apart from culture and image. Having defined the three contexts and their constitutive differentiators, it is the relationships among them that delineate a useful framework for describing the firm – a dynamic model.

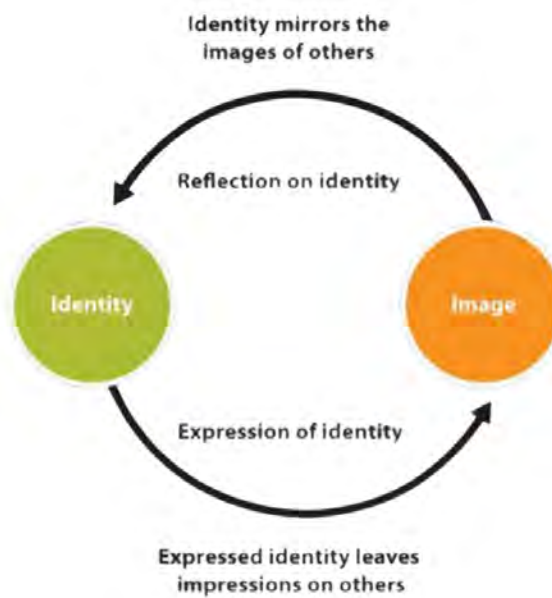
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<sup>74</sup> Cfr. Hatch and Schultz's (2002)

<sup>75</sup> Cfr. Cfr. Bagnoli et al. (2020), p. 47 - 50

<sup>76</sup> Cfr. Hatch and Schultz (1997, 2000 and 2002)

<sup>77</sup> Cfr. Hatch and Schultz (2002)



*Fig. 12 The dynamic model by Mary Jo Hatch and Majken Schultz's<sup>78</sup>*

The organizational identity plays a vital role as it influences the image. Its instrumental nature becomes evident: once a strong and precise organizational identity is defined, it can impact employees, internal stakeholders, and the external market or society at large. In a feedback loop, the identity is also subject to the influence of the image. For instance, the image that stakeholders hold of the company is a force that acts on identity; identity may redefine itself based on this image. Similarly, the pressures from members of the organization influence identity, as identity also expresses the culture that produces it. In summary, the processes to consider are:

- *Mirroring*: how third-party images can influence organizational identity.
- *Reflecting*: how image is incorporated into identity.
- *Expressing*: the ability of identity to express the image.
- *Impressing*: how identity influences the images that external entities form about the company.

Through these four processes, the organization must build a virtuous circle among identity and image to pursue strategic coherence. The model can serve as a compass to better define organizational identity. Failure to synchronize these elements poses two dysfunctions. The first involves adopting a self-referential attitude, termed

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<sup>78</sup> Cfr. Hatch and Schultz's (2002), p. 4

"organizational narcissism," where feedback from the mirroring process is disregarded, leading to a lack of communication with stakeholders.<sup>79</sup> The second dysfunction, termed "hyper-adaptation," occurs when the organization excessively focuses on external stimuli, risking the subordination of its identity to stakeholder-defined images.<sup>80</sup> In both cases, there is a need for a well-defined identity, guided by managerial decisions, to maintain balanced relationships between internal and external aspects, ensuring strategic coherence for organizational prosperity.

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<sup>79</sup> Cfr. Hatch and Schultz (2002), p. 1008

<sup>80</sup> Cfr. Hatch and Schultz (2002), p. 1010

## 1.5 Brand management: strategic approaches and different models for branding

### The strategic Branding<sup>81</sup>

Branding entails the strategic development of a long-term corporate engagement, requiring a significant allocation of resources and expertise. The initial dimension of branding involves the transformation of product categories. As brands directly result from market segmentation and product differentiation, companies strive to meet customer expectations by delivering an optimal combination of attributes within economically viable conditions. This approach enables companies to establish the memorability of their products or services within specific markets. The foundational step in this process entails a comprehensive analysis of the elements integrated by the brand into the product or service and the transformative impact of the brand. This analysis encompasses considerations such as connected attributes, advantages, benefits, and the representation of ideals. The brand serves to enhance the attractiveness of products, as opposed to generic counterparts, which are perceived as less valuable. This is exemplified by the phenomenon of certain brands disappearing within product categories, underscoring the potential loss of brand power for companies unable to effectively distinguish between products and brands. Conversely, exemplary in this regard is Coca Cola, which successfully transformed the beverage industry without compromising its brand influence. According to Kapferer, «A brand not only acts on the market, but it also organizes the market, driven by a vision, a calling, and a clear idea of what the category should become»<sup>82</sup>. Moreover, a brand is characterized not only by its immediate impact but also by a long-term vision. It necessitates a specific viewpoint on the category, extending beyond market dominance to encompass a clear understanding of the purpose for being in the market. Specifying brand purpose involves the (re)definition of its *raison d'être*, its absolute necessity.

To establish a powerful brand, it is important to derive its essence<sup>83</sup> from a specific niche, vision, and ideals. Merely satisfying clients is insufficient; a brand must embody a vision

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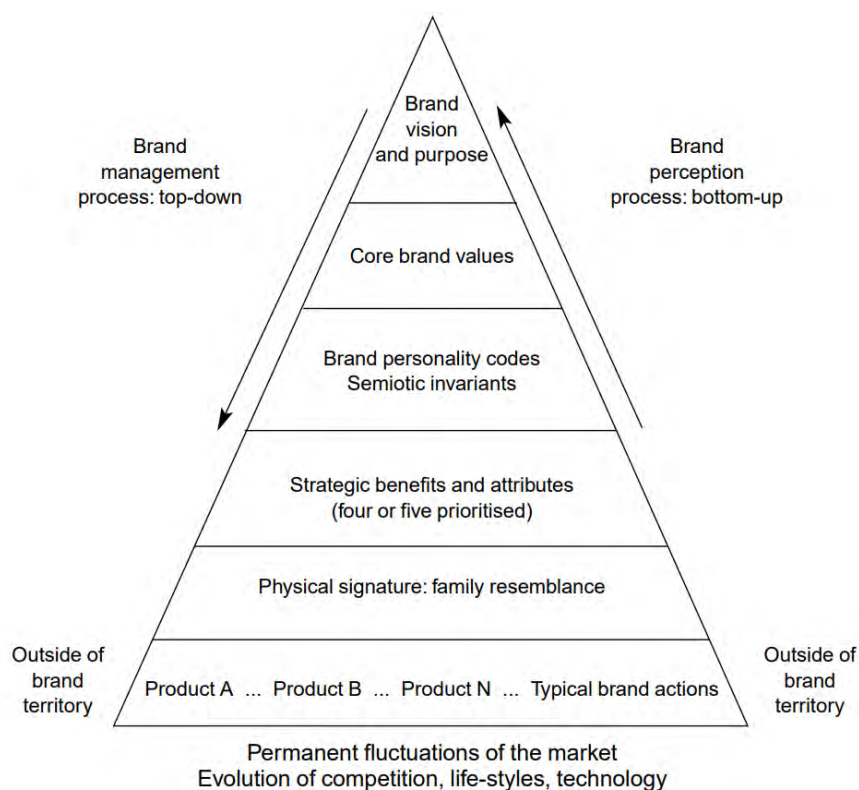
<sup>81</sup> Unless otherwise mentioned cfr. Kapferer (2008), p. 31 - 35

<sup>82</sup> Cfr. Kapferer (2008), p. 32

<sup>83</sup> The term 'essence' pertains to the fundamental core or intrinsic nature of an entity, such as a brand or corporation. Within this context, it denotes the elements that constitute brand or corporate identity, accentuating the distinct and immutable characteristics that differentiate one enterprise from another, transcending superficial appearances or fluctuating circumstances.



and consistently emanate it over time. This perspective aligns with the analogy of brands being comparable to a pyramid, as structured by Kapferer (see Figure 13). The upper section delineates the brand's vision, purpose, and values, elucidating the aspirations and trajectory the brand seeks to cultivate. The succeeding fragment encapsulates the brand's communication style, delineating the way the brand endeavours to articulate its distinctive personality. The subsequent level encapsulates the brand's image, elucidating the modes of conveyance, associated benefits, and attributes through which the brand is communicated. The lowermost component pertains to the brand's positioning within its designated segment.



*Fig. 13 The representation of brand system by Kapferer<sup>84</sup>*

Customers, when evaluating brands, typically approach the pyramid from the broader lower section, rendering choices more challenging. Conversely, companies should initiate brand development from the pyramid's top to cultivate a robust brand with a clearly defined vision. To fortify a brand, it is imperative to consistently nurture differentiation. In a dynamic landscape, where innovations give rise to contemporary trends, brands must align themselves to prevent obsolescence. Plagiarism is an everyday challenge; thus,

<sup>84</sup> Cfr. Kapferer (2008), p. 34

brands setting new standards compel competitors to imitate innovations. Nevertheless, having a strong brand safeguards innovations through patents or by maintaining a prominent position in consumers' minds. Brands are fundamental as perpetual innovators, shaping trends and influencing consumer choices over time, justifying premium pricing.

### **The Brand Architecture**

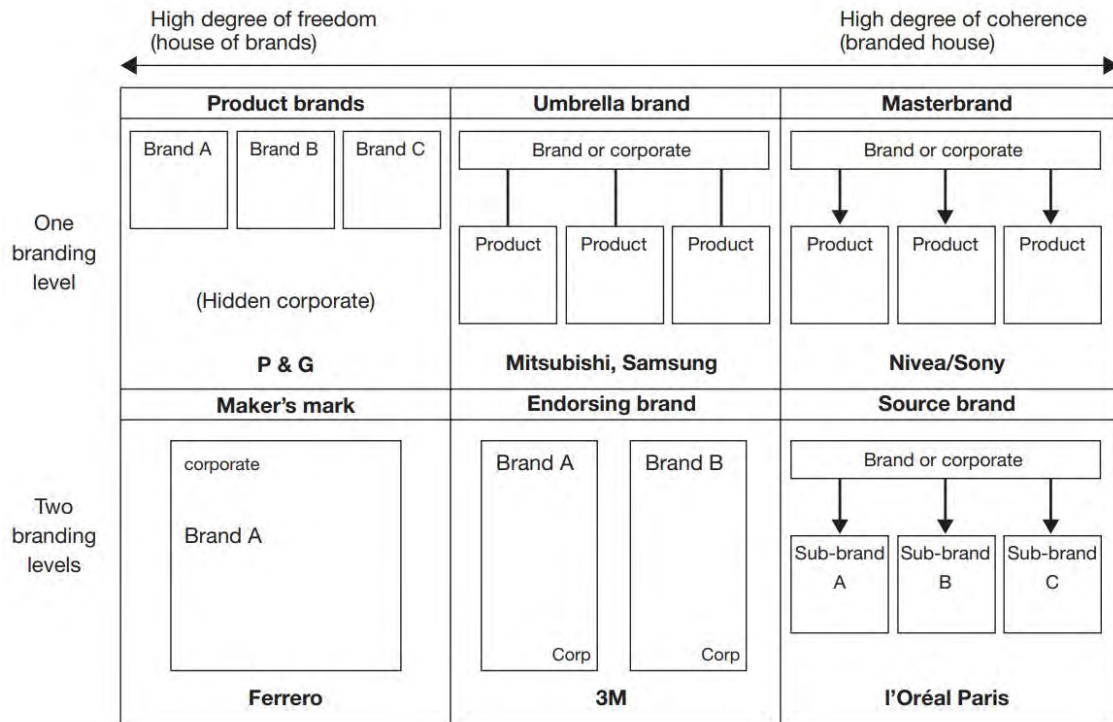
The strategy for positioning a brand is intricately linked to its architectural framework, as delineated by Aaker<sup>85</sup>. This framework encompasses various brand typologies, including:

1. *Branded House*: This typology is characterized by the utilization of a singular master brand name across all sub-brands, with differentiation achieved solely through variant descriptors.
2. *House of Brands*: In this model, brands function independently under distinct names, establishing their unique identity separate from the master brand.
3. *Hybrid*: This approach blends elements of the aforementioned typologies, wherein certain sub-brands retain the master brand name, while others operate autonomously.

The six core architectures of branding represent a theoretical model that outlines key components integral to the foundation and development of branding strategies, detailed as in Figure 14.

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<sup>85</sup> Cfr. Aaker (2004)



*Fig. 14 The Six Fundamental Architectures of Branding<sup>86</sup>*

In the strategic discourse of brand architecture, it is imperative for organizations to undertake an exhaustive and multifaceted analysis. This process involves critical evaluations encompassing questions like the degree of autonomy a brand should maintain vis-à-vis the parent organization, the complexity and depth of the relationship between the enterprise and its brand, and the existing visibility of the company's name, especially in the context of international markets. It is crucial to ponder whether a standardized brand architecture strategy is viable across diverse cultural and market landscapes. In deciding between a monolithic corporate brand versus a house of brands strategy, one must weigh the strategic benefits and drawbacks inherent in each approach. A unified corporate brand, symbolizing a single overarching image for all products, offers benefits like enhanced customer trust, streamlined introduction of new products, reduced communication costs, and a bolstered overall brand perception. On the other hand, distinct product brands allow for specific market targeting, creating a tailored and insulated brand image, enabling unique positioning for each product, and fostering a set of values specific to each brand. This strategy is particularly advantageous in avoiding the risk of brand dilution and in catering to diverse consumer segments with varied preferences and expectations.

<sup>86</sup> Cfr. Kapferer (2008), p. 354

Moreover, the decision-making process should also consider the long-term brand equity and the potential for brand extension. In the context of rapidly evolving market dynamics and consumer behaviours, flexibility in brand architecture can offer a strategic advantage, allowing organizations to adapt and respond to changing market conditions and consumer trends. Furthermore, an in-depth understanding of the brand's core values, heritage, and positioning is critical. This understanding should be aligned not only with the current market trends but also with the long-term vision and strategic goals of the organization. By doing so, a company can ensure that its brand architecture resonates with its target audience and sustains its relevance over time. In conclusion, the choice of the optimal brand architecture is not merely a tactical decision but a strategic imperative that can significantly influence an organization's market positioning, customer perception, and overall business success. It requires a careful balance between maintaining brand consistency and allowing for flexibility to innovate and grow in a competitive business landscape.

### **Brand models**

Models serve as tools that simplify the intricate nature of a brand by breaking it down into a more manageable set of components. This process allows managers to effectively navigate the complexity of brand management by developing mental models. The latter are mental constructs or generalizations that assist individuals in comprehending their surroundings and making informed decisions.<sup>87</sup> They serve various purposes, including capturing and interpreting information<sup>88</sup>, organizing, and filtering data, as well as predicting outcomes<sup>89</sup>. It is important to view models as dynamic entities.<sup>90</sup> A model that works well in today's environment might not suffice for the challenges of tomorrow. The simplicity of mental models, which makes them valuable as problem-solving tools, also has its limitations, affecting their precision and accuracy.<sup>91</sup> The significance of various brand elements can change over time, influenced by the brand's developmental stage and where it stands on the spectrum. In the research done by de Chernatony and Dall'Olmo Riley<sup>92</sup> there are some examples of models suiting a broad definition of "model," viewing

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<sup>87</sup> Cfr. Brown (1994)

<sup>88</sup> Cfr. Day (1992)

<sup>89</sup> Cfr. Morecroft (1992)

<sup>90</sup> Cfr. Barr et al (1992)

<sup>91</sup> Cfr. Daft and Weick (1984) and Hill and Levenhagen (1995)

<sup>92</sup> Cfr. Chernatony and Dall'Olmo Riley (1997)

it as a simplified representation of reality that incorporates a subset of the most crucial elements.<sup>93</sup>

Authors	Tangible and visual elements	Intangible elements
Aaker (1992)	Symbols and slogans	Identity, corporate brand, integrated communications, customer relationships
Bailey and Schechter (1994)	Name, logo, colours, brand-mark, plus advertising slogan	
Biggar and Selame (1992)	Name, trademark	Positioning, brand communications
DMB & B (1993)	Product delivery	User identification; opportunity to share a dream
de Chernatony (1993a and 1993b) (atomic model)	Functional capabilities, name, legal protection	Symbolic value, service, sign of ownership, shorthand notation
de Chernatony and McWilliam (1989)	Functionality	Representationality
Dyson <i>et al.</i> (1996) (Millward-Brown)	Presence and performance	Relevance, advantage, bond
Grossman (1994)	Distinctive name, logotype, graphics and physical design	
Kapferer (1992)	Physique	Personality, relationship, culture, reflection, self-image
O'Malley (1991)	Functional values	Social and personal values
Young and Rubicam (1994)	Differentiation	Relevance, esteem and familiarity

*Tab. 3 The Brand Models<sup>94</sup>*

Brand analysis, crucial in modern marketing, views brands as dynamic, encompassing both tangible and intangible aspects. These elements bridge a company's internal identity and the external world, ensuring accurate representation of the company's ethos and reducing communication misalignments. Effective branding not only builds customer loyalty but also sets a company apart in competitive markets. For this reason, I will examine some key models that shed light on brand dynamics and their strategic management implications.

<sup>93</sup> Cfr. Lunn (1978)

<sup>94</sup> Cfr. Chernatony and Dall'Olmo Riley (1997), p. 3

*The “atomic model” of the brand and the doubled-vortex brand model<sup>95</sup>*

In the realm of brand conceptualization, the atomic model stands out for its holistic approach, integrating both tangible and intangible elements while elucidating their interconnectedness. This model deconstructs brands into nine key facets:

1. Functional capability, reflecting the practical utility of the brand;
2. Symbolic feature, embodying the brand's representational attributes;
3. Service, indicating the brand's customer service dimensions;
4. Distinctive name, highlighting the unique identification of the brand;
5. Ownership, denoting the brand's proprietorial aspect;
6. Shorthand notation, serving as a succinct representation of the brand;
7. Legal protection, ensuring the brand's exclusive rights;
8. Risk reducer, signifying the brand's role in minimizing consumer uncertainty; and
9. Strategic direction, which underpins and unifies these elements, steering the brand's evolution.

The brand consequently transforms into a symbol of unique significance, functioning as an effective figure that communicates essential quality information, thereby streamlining the consumer decision-making process. At its core, the strategic direction orchestrates the synergy of these components, fostering a cohesive brand identity. The study by de Chernatony and Dall’Olmo Riley<sup>96</sup>, which involved a comprehensive inquiry with numerous brand experts, unearthed pivotal components within brand models:

1. *Functional capabilities*: These pertain to the tangible and rational aspects of product performance that are subjectively evaluated.
2. *Symbolic features*: These are intangible and emotionally charged attributes, encompassing the emotional values inherent in the brand’s personality.
3. *The company behind the brand*: This element signifies ownership and includes the company’s identity, the credibility it garners through its competencies and experience, its ethical posture, vision, employee policies, and workforce.

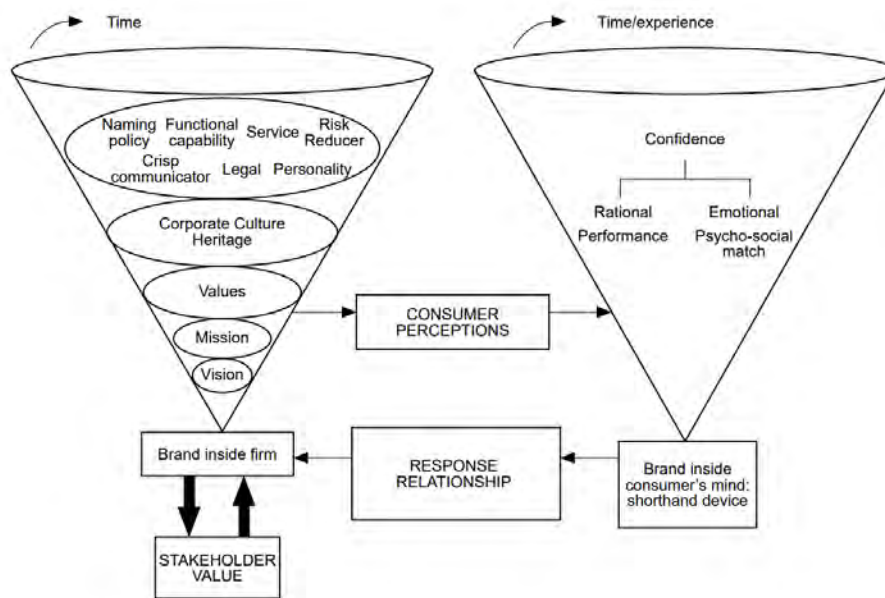
The initial brand model, lacking mission, and vision, led to the development of the 'double vortex' model, crucial for brand development and management. In this model, all elements start at the same level, but their importance shifts with different product

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<sup>95</sup> Cfr. Chernatony and Dall’Olmo Riley (1997)

<sup>96</sup> Cfr. de Chernatony and Dall’Olmo Riley (1997)

categories and consumer segments. Brand success depends on consumer perceptions. The left vortex of the model focuses on managerial efforts in brand development, aligning vision, mission, and values with corporate culture to create actionable strategies. Understanding strategic drivers and consumer behaviour is key to balancing these components. The right vortex reflects consumer perceptions, centered on their confidence in the brand, which varies based on rational and emotional factors and influences brand trust and strength over time.



*Fig. 15 The Double vortex brand model<sup>97</sup>*

The double vortex model offers a practical approach to brand management. It highlights sequential planning, interconnectivity, and integrated brand development, aligning tactical resources with brand vision and mission. It advocates for market research to align brand strategies with consumer perceptions, emphasizing customer relationship development and competitor analysis. The model's flexible vortex structure adapts to diverse branding circumstances and enhances communication.

### *The Aaker Model*

David A. Aaker formulated the main reference model when it comes to the Brand, which represents it in detail (see Figure 16). Brand analysis initiates with a strategic evaluation,

<sup>97</sup> Cfr. Chernatony and Dall’Olmo Riley (1997), p. 12

emphasizing the necessity of an exhaustive environmental review encompassing the brand. The analytical process begins with an examination of customers, aimed at discerning prevalent trends, market segmentation, driving motivations, and unfulfilled needs. This examination is succeeded by an analysis of competitors, illuminating aspects such as their brand identities, public images, strengths, strategic methodologies, and vulnerabilities. Following this, an introspective assessment of the brand considers its established image, heritage, core strengths, capabilities, and the values inherent within its organizational structure. Comprehending the environmental milieu in which the brand operates is instrumental in facilitating the formulation of a brand identity system.

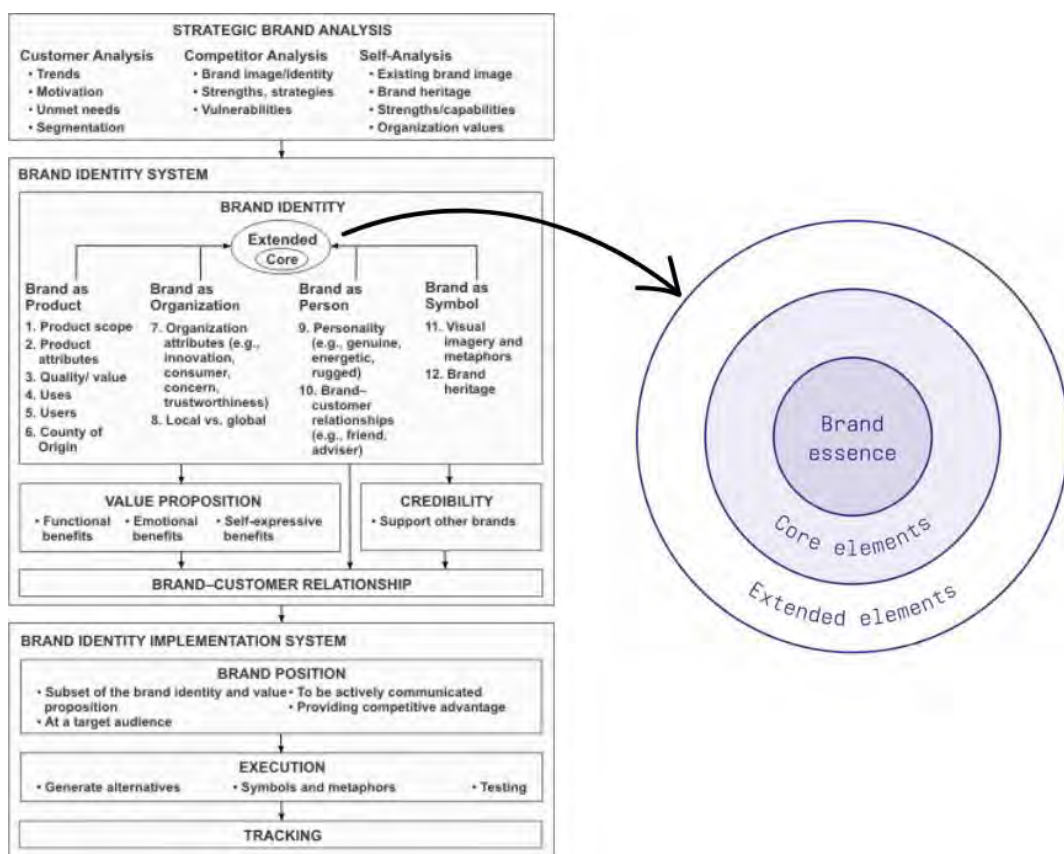


Fig. 16 The "Aaker Model"<sup>98</sup>

The brand identity system itself comprises core elements (key, distinctive aspects) and extended elements (more diverse but less unique aspects). These extended elements enable differentiation of the brand across various dimensions: product (scope, attributes, quality, usage, user demographics, origin), organizational (attributes, local vs global presence), personal (personality, brand-customer relationship), and symbolic (visual

<sup>98</sup> Cfr. Aaker (1995), p. 177 and Aaker (2014)



imagery, metaphors, heritage). In 2014, Aaker expanded this model to include brand essence, a central theme of a brand's vision, recognizing its utility in many contexts.<sup>99</sup> Further analysis involves assessing the brand's value proposition and credibility, which are instrumental in forging the brand-customer relationship. Upon completion of this phase, the focus shifts to implementing the brand identity system. This stage involves determining the brand's characteristics and deploying appropriate strategies for effective brand positioning. The communication strategy during this phase is crucial, emphasizing what differentiates the brand from competitors and highlighting attributes attractive to customers. Finally, it is imperative to monitor and track all actions, allowing management to gauge effectiveness and identify any issues.

Reflecting on Aaker's model, its flexibility, precision, and logical structure are noteworthy. The approach of examining all environmental aspects around the brand provides a thorough understanding of market dynamics. The inclusion of brand essence analysis is an effective method for hierarchical brand understanding. However, a notable limitation of this method is its disconnection from corporate identity. The analysis starts with strategic considerations, leading to brand reconstruction without explicit reference to identity and its impact on the brand.

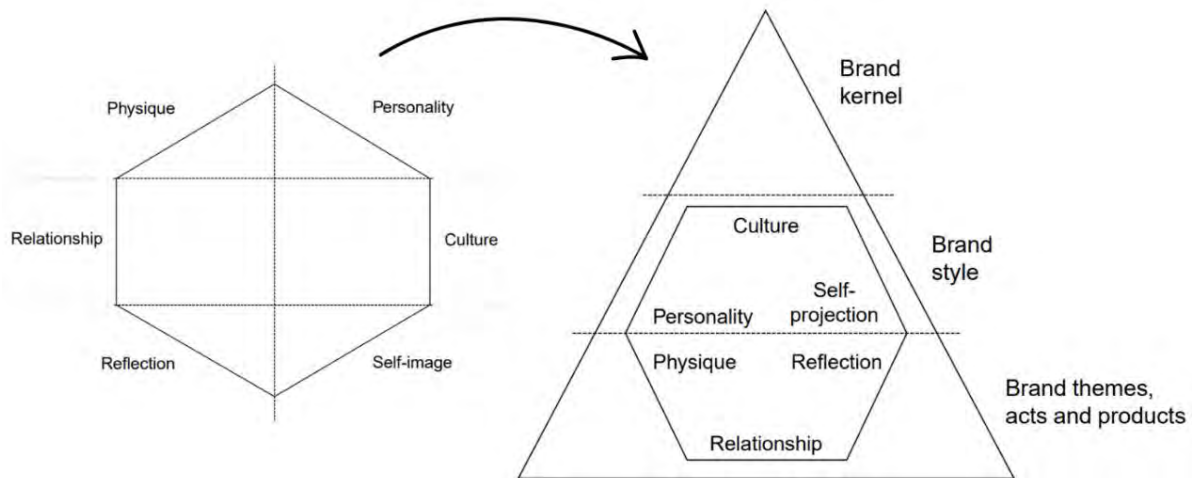
#### *Brand Model by Kapferer*

The Brand Model proposed by Kapferer adopts a pyramidal hierarchical structure (see Figure 17) to guide brand evolution, harmonizing change with stability. At the pyramid's summit resides the fundamental identity of the brand. Central to this structure is the brand style, encompassing its communicative language and imagery. The foundation consists of themes related to communicative concepts and product positioning. Figure 18 illustrates the synergistic relationship between the identity prism and this three-tiered pyramid. The middle tier, representing the brand style, correlates with cultural, personality, and self-projection facets. The base tier associates with physical attributes, reflection, and relationships. A notable feature of this model is its dynamic analysis capability through a hierarchical lens. Intriguingly, it suggests that brand management should progress from top to bottom, while brand perception is constructed in reverse. These aspects are also incorporated into the new model. However, certain elements of the analysis are less

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<sup>99</sup> Cfr. Aaker (2014)

satisfactory. It includes factors that are not exclusively part of the brand's essence but rather pertain to broader cultural or external imagery. It is posited that brand analysis should concentrate specifically on the brand itself, ensuring a more targeted and effective approach.



*Fig. 17 Brand identity prism and three-tier pyramid<sup>100</sup>*

*The CEU 0.9 Branding Model<sup>101</sup>*

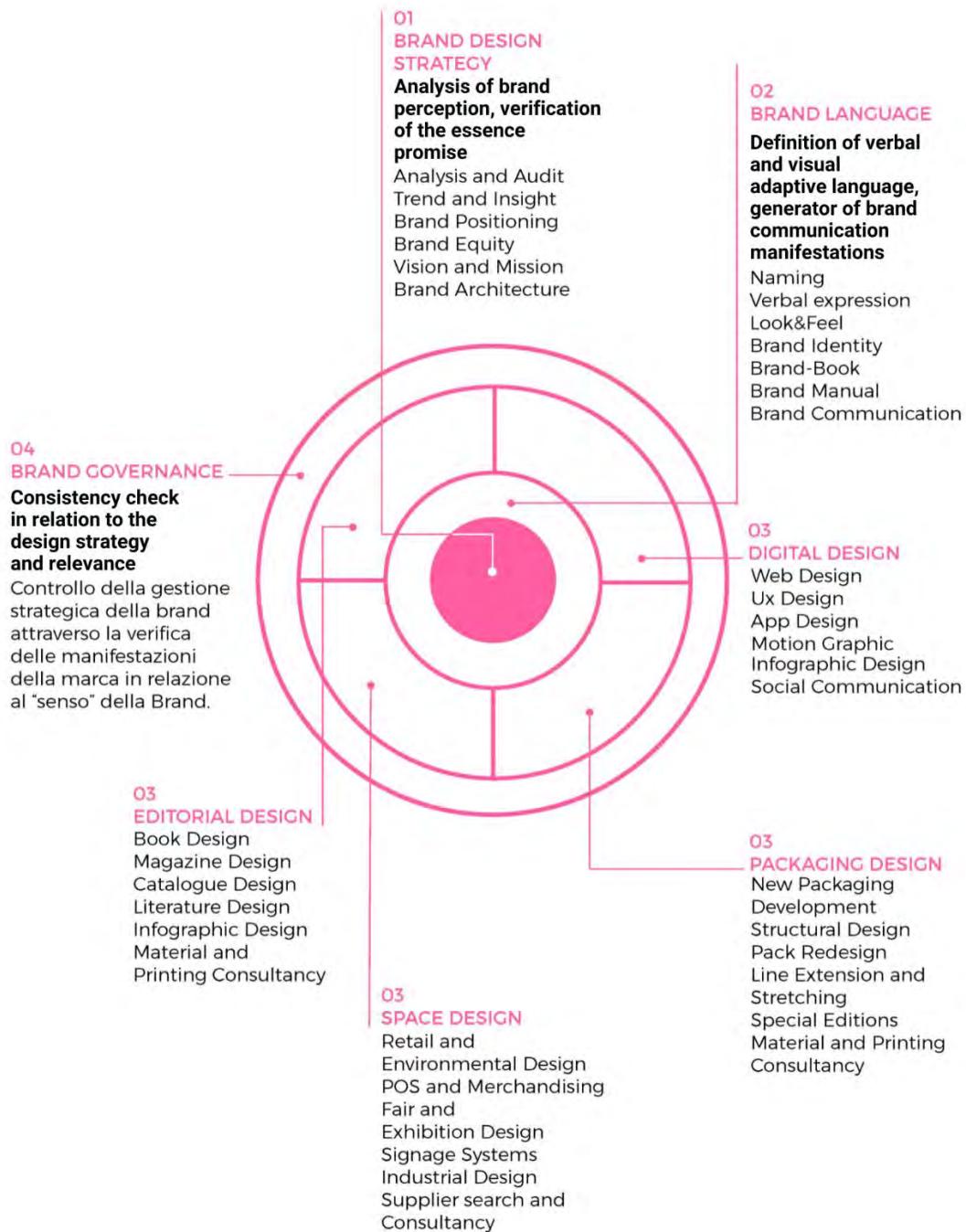
The CEU 0.9 branding model (see Figure 18) integrates Brand Design Strategy as a foundational framework (principal decision-making and governance centre), addressing both the “state” of the brand (its nature) and its “management” (its functionality), offering an operational, design-centric approach. It manages the interplay between quantitative and qualitative facets, adapting to diverse market contexts and needs. Within this framework, brand governance functions as a cohesive system, aligned under a unified vision. This system stresses the necessity of consistently communicating values across all managerial and developmental stages, thereby enhancing the brand's distinct identity, and ensuring the perceptible expression of its values for sustained individuality and relevance. It mirrors this complexity in brand strategy management through a hierarchical architecture that integrates both abstract and concrete elements in production and comprehension. Visually represented as a circular figure, symbolizing the integration of analysis and synthesis, and emphasizing a people-centric, design-focused approach. The

<sup>100</sup> Cfr. Kapferer (2008), p. 183 and 291

<sup>101</sup> Unless otherwise mentioned cfr. Carmi and Wegher (2020) cited in BRANDING MODEL CEU | 0.9, carmieubertis, online, consulted on 25/08/2023

model illustrates the interconnectedness and mutual dependency of these components, underscoring the criticality of internal consistency and proficient governance.

The CEU 0.9 branding model adapts to various needs through modifications in areas like digital and editorial design, reflecting the brand's symbolic, emotional, and rational aspects. It employs a strategic understanding with a brand language ring to communicate brand values across different areas, highlighted in a quadrant system within a brand governance ring. This approach aligns brand management with multi-levelled, non-linear communication processes, employing both top-down and bottom-up approaches for brand narrative creation. It emphasizes a coherent identity language and design brand strategy for effective brand governance.



*Fig. 18 Schema of Project areas constituting the CEU 0.9 Branding Model<sup>102</sup>*

<sup>102</sup> Ibid

# Chapter 2

## Artificial Intelligence: A Comprehensive Analysis

### 2.1 Origins, Definitions, Classifications

Artificial Intelligence (AI) has its scientific origins in the post-World War II era, although its foundational ideas trace back to ancient inventions and 14th-century logical machines. AI's formal recognition began in the 1940s, with notable developments such as the Threshold Logic Unit<sup>103</sup> and Alan Turing's introduction of the Turing Test<sup>104</sup> in 1950. The discipline was officially established at the 1956 Dartmouth Conference<sup>105</sup>, spearheaded by John McCarthy and Marvin Minsky. AI's history is marked by periods of rapid advancement and stagnation, known as "AI winters". The first of these winters occurred in the late 1960s due to computational limitations, influencing a decline in interest and funding.<sup>106</sup> A resurgence in the 1980s, driven by improvements in neural networks and expert systems, was followed by a second winter, again due to inflated expectations and practical challenges.<sup>107</sup> The late 1990s and early 2000s marked a pivotal era for AI, fuelled by the internet and enhanced data accessibility, leading to considerable progress in machine learning applications. Milestones during this period include IBM's Deep Blue's chess victory<sup>108</sup> and DeepMind's AlphaGO success in Go<sup>109</sup>, demonstrating AI's evolving complexity and capabilities. Today, AI is experiencing a sustained period of growth and innovation, largely propelled by major tech corporations worldwide. This phase is characterized by advanced applications in diverse fields, suggesting a stable and promising future for AI development.<sup>110</sup>

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<sup>103</sup> Cfr. Minsky (1967)

<sup>104</sup> Cfr. Turing (1950)

<sup>105</sup> Cfr. McCarthy et al. (1955)

<sup>106</sup> Cfr. Crevier 1993)

<sup>107</sup> Cfr. Russell and Norvig (2010)

<sup>108</sup> Cfr. Hsu (2002): In 1997, IBM's Deep Blue (chess-playing computer) defeated chess world champion Garry Kasparov, marking a significant milestone in artificial intelligence.

<sup>109</sup> Cfr. Silver et al. (2016): AlphaGo's achievements are viewed as a landmark in AI, demonstrating that machine learning can achieve expertise in tasks that require complex decision-making and strategic thought, previously believed to be exclusive to human intelligence.

<sup>110</sup> Cfr. Copeland (2020)

## Exploring definitions of Artificial Intelligence

The initial investigations into artificial intelligence (AI) can be traced back to the 1950s. Over time, a multitude of definitions for AI have emerged, reflecting a range of study approaches<sup>111</sup>. There are two distinct dimensions for consideration:

- Human and rational;
- Behaviour and thought (alternatively conceptualized in a more abstract manner as external and internal)

The synthesis of these facets has led to the emergence of four unique approaches to AI, which has accumulated a considerable following over the years, as delineated in Table 4.

<p><b>Think as a Human</b> Davenport, Google, McCarthy, McKinsey, Strategy Innovation</p>	<p><b>Think Rationally</b> Winston</p>
<p><b>Act as a Human</b> Kaplan e Haenlein, KPMG, Microsoft, TRENDONE</p>	<p><b>Act Rationally</b> HLEG, Nilsson World, OCSE, Economic Forum,</p>

*Tab. 4 The four categories of Russell and Norvig<sup>112</sup>*

The concept of "artificial intelligence" lacks a universally accepted definition, presenting challenges for both theoretical research and practical applications. A standardized definition could enhance the measurement of investments in these technologies and facilitate the development of specific regulations and risk management strategies. Various attempts have been made to define artificial intelligence, considering it from three perspectives: political and institutional, research-oriented, and practitioner-based. Each proposed definition aligns with one of the four approaches previously delineated by Russell and Norvig.

<sup>111</sup> Cfr. Russell and Norving (2020)

<sup>112</sup> Ibid

### *The Political and Institutional Perspective in Defining Artificial Intelligence*<sup>113</sup>

The High-Level Expert Group on Artificial Intelligence (AI HLEG)<sup>114</sup>'s report defined AI based on rationality: perceiving the environment, interpreting data, processing information, making decisions, and acting accordingly. This aligns with the "acting rationally" approach to AI. «Artificial intelligence (AI) systems are software (and possibly also hardware) systems designed by humans that, given a complex goal, act in the physical or digital dimension by perceiving their environment through data acquisition, interpreting the collected structured or unstructured data, reasoning on the knowledge, or processing the information, derived from this data and deciding the best action(s) to take to achieve the given goal. AI systems can either use symbolic rules or learn a numeric model, and they can also adapt their behaviour by analysing how the environment is affected by their previous actions».<sup>115</sup>

Again in 2019, the OECD's recommendations for AI emphasized fostering trust and aligning with democratic values and human rights. Their definition of AI highlighted its outputs like predictions and decisions, and its capacity to influence environments based on human-defined objectives. This approach aligns AI with rational action. « An AI system is a machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment».<sup>116</sup>

### *The Research Perspective in Defining Artificial Intelligence*<sup>117</sup>

In the research perspective, the focus on computations aligns AI with thought and reasoning. Winston defines AI as a collection of ideas for representing and using knowledge, achieved through logical and rational rules and techniques, rather than mimicking human behaviour. This approach fits into the "thinking rationally" category.

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<sup>113</sup> This approach, adopted by regulators and global institutions, views AI as a tool for technological growth and development.

<sup>114</sup> In 2018, the European Commission formed the AI HLEG to address AI's future challenges and opportunities.

<sup>115</sup> Cfr. High-Level Expert Group on Artificial Intelligence (2019)

<sup>116</sup> AI Principles overview, OECD, online, consulted on 05/01/2024

<sup>117</sup> It represents the perspective of those involved in artificial intelligence research and development since the 1950s.

«Artificial intelligence is [...] The study of the computations that make it possible to perceive, reason, and act».<sup>118</sup>

John McCarthy, a pioneer in AI, defined it as the computational ability to achieve goals, focusing on intelligent machines and computer programs. This definition, emphasizing thought and internal processes and relating AI to human intelligence, aligns with the "thinking like a human" approach. «It is the science and engineering of making intelligent machines, especially intelligent computer programs. It is related to the similar task of using computers to understand human intelligence, but AI does not have to confine itself to methods that are biologically observable [...] Intelligence is the computational part of the ability to achieve goals in the world. Varying kinds and degrees of intelligence occur in people, many animals, and some machines».<sup>119</sup>

For Nilsson, «Artificial intelligence is that activity devoted to making machines intelligent, and intelligence is that quality that enables an entity to function appropriately and with foresight in its environment»<sup>120</sup>, thus exhibiting rational behaviour, thus aligning with the "acting rationally" approach.

Kaplan and Haenlein's focus on flexible adaptation, a trait typical of humans, suggests an approach less about rationality and more about human-like performance. Thus, their perspective fits into the category of "acting like a human: «Specifically, we define AI as a system's ability to interpret external data correctly, to learn from such data, and to use those learnings to achieve specific goals and tasks through flexible adaptation».<sup>121</sup>

### *The Professionals' Perspective in Defining Artificial Intelligence*<sup>122</sup>

Google's definition aligns AI with human capabilities, focusing on both cognitive processes and actions. It adopts an inclusive approach, thus framing AI under the category of "acting and thinking like a human. «Artificial intelligence is a field of science concerned with building computers and machines that can reason, learn, and act in such

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<sup>118</sup> Cfr. Winston (1992), p. 5

<sup>119</sup> Cfr. McCarthy (2007), p. 2

<sup>120</sup> Cfr. Nilsson (2009), p. 13

<sup>121</sup> Cfr. Kaplan and Haenlein (2019), p. 17

<sup>122</sup> It embodies the perspective of market researchers and business technologists, emphasizing AI's industrial growth and economic impact.



a way that would normally require human intelligence or that involves data whose scale exceeds what humans can analyze».<sup>123</sup>

Microsoft's definition focuses on replicating human behaviour, leading to the approach of "acting like a human. «Artificial intelligence (AI) is the capability of a computer to imitate intelligent human behaviour. Through AI, machines can analyse images, comprehend speech, interact in natural ways, and make predictions using data».<sup>124</sup>

McKinsey's definition emphasizes cognitive functions akin to the human mind, leading to the classification of AI as "thinking like a human". «AI is typically defined as the ability of a machine to perform cognitive functions we associate with human minds, such as perceiving, reasoning, learning, and problem solving. Examples of technologies that enable AI to solve business problems are robotics and autonomous vehicles, computer vision, language, virtual agents, and machine learning».<sup>125</sup>

KPMG's definition uses human performance as a benchmark, emphasizing external actions and aligning with an "acting like a human" approach. «AI is an umbrella term for technologies that enable a computer to perform tasks that would normally require human intelligence».<sup>126</sup>

Davenport highlights human-like cognitive faculties in AI, leaning towards thought and internal processes over external behaviour, culminating in a "thinking like a human" approach to AI definition. «AI or cognitive technologies employ such capabilities – previously possessed only by humans [...] The tasks are those that can usually be accomplished quickly by humans. Befitting the “cognitive” label, these tasks could once be performed only by human brains».<sup>127</sup>

Strategy Innovation describes AI as technology that mimics human intelligence, capable of perceiving the world, processing data, and making decisions, like the human mind's processes.<sup>128</sup>

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<sup>123</sup> What is Artificial Intelligence (AI)?, Google Cloud, online, consulted on 05/01/2024

<sup>124</sup> Cfr. AA.VV. (2022)

<sup>125</sup> McKinsey (2020), p.1

<sup>126</sup> KPMG (2018), p. 6

<sup>127</sup> Cfr Davenport (2019), p. 9-10

<sup>128</sup> Cft. Albarelli et al. (2019), p. 7

## Classifications of Artificial Intelligence<sup>129</sup>

Artificial intelligence (AI) is a highly diverse field, both theoretically and practically, encompassing multiple classification methods focusing on various aspects. Historically, AI research aimed to emulate human intelligence, producing technologies with varying degrees of success, from human-like capabilities to basic calculators, but none fully replicating human cognition. AI systems are typically categorized into four types based on their complexity and similarity to the human mind: reactive machines, limited memory, theory of mind, and self-awareness.

1. *Reactive Machines* is the most basic and oldest AI type, respond to specific stimuli with preprogrammed rules and do not learn from past experiences, always giving the same output for the same input (for example Deep Blue).
2. *Limited Memory* learns from past experiences by combining historical data with preset information to enhance responses and execute tasks like classification, prediction, and decision-making. This category encompasses most modern AI systems, including chatbots, virtual assistants, image recognition models, and autonomous vehicles.
3. Theory of Mind, currently theoretical, aims to replicate the psychological ability to attribute and understand mental states like thoughts and emotions in oneself and others, predicting behaviour. This AI would recognize and respond to various emotional reactions and adjust to changes in emotional states. While current systems can read emotions through facial expressions, body language, and voice tone, substantial advancements are required to fully realize theory of mind AI.
4. *Self-awareness* represents the peak of AI development, where machines become so advanced, they develop self-awareness, mirroring the human mind. This involves intellectual and emotional capabilities similar to humans, including awareness of their existence, desires, and emotions, going beyond theory of mind by understanding both others and their own emotional states.

Another widely used classification method focuses on the quantity and level of competencies possessed by an AI system, dividing it into three categories:

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<sup>129</sup> Cfr. Khan (2021) and Ameen et al. (2022)

1. **Narrow AI:** Artificial narrow intelligence (ANI) encompasses all existing AI applications, even the most complex. It is "narrow" because it is designed for specific tasks, simulating human behaviour in a limited skill set. For instance, a natural language processing algorithm is not suitable for image recognition, and vice versa.
2. **General AI:** Artificial general intelligence (AGI) is a theoretical AI concept capable of human-like perception, learning, understanding, and action, mastering various competencies and connecting different knowledge areas. The transition from existing narrow AI to AGI and its development remains a subject of debate.
3. **Artificial super intelligence (ASI)** is a theoretical AI, surpassing human intelligence in every domain and possessing advanced capabilities. However, ASI is currently only a concept in science fiction.

<i>Reactive Machines</i>	<i>Limited Memory</i>	<b>Theory of Mind</b>	<i>Self-awareness</i>
<i>Narrow AI</i>		<i>General AI</i>	<i>Super AI</i>

*Tab. 5 Merged Classification Methods*

The classification methods for AI show some overlap (see table 5). Reactive machines and limited memory AI fall under narrow AI, covering all current AI systems. Theoretically, theory of mind AI aligns with general AI, enhancing relational competencies and human-like interactions. Self-awareness in AI would signify a move towards super AI, equating it with human cognition. However, the exactness of these overlaps, particularly at their intersections, is speculative until AI with such advanced capabilities is developed, making these categorizations and their relationships largely conjectural.

The exploration of artificial intelligence's (AI) role in creativity, particularly within the marketing domain, has led to various scholarly inquiries. Weingarten et al.<sup>130</sup> found AI less expressive than humans in creative tasks like logo design, while Vakratsas and Wang<sup>131</sup> see AI as augmenting human creativity. Nguyen, Mai, et al.<sup>132</sup> emphasized AI's effectiveness hinges on its application, algorithmic clarity, and governance. Gobet and

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<sup>130</sup> Cfr. Weingarten et al. (2020)

<sup>131</sup> Cfr. Vakratsas and Wang (2020)

<sup>132</sup> Cfr. Vakratsas and Wang (2020)

Sala acknowledged AI's role in unveiling new psychological creativity insights, with Boden<sup>133</sup> noting AI's creative prowess in idea generation and conceptual exploration.

AI is classified into three levels: narrow AI, general AI, and super AI<sup>134</sup>, each pivotal for matching AI's capabilities with creative marketing skills.

- Narrow AI, the current operational form, excels in specific tasks but lacks versatility, requiring retraining for new challenges. It is associated with mechanical and analytical intelligences, capable of handling large data and simple cognitive tasks but restricted by its memory capacity.<sup>135</sup>
- General AI encompasses systems that replicate human intelligence across diverse contexts, displaying prowess in problem-solving, reasoning, and decision-making, moving towards machines with comprehensive cognitive abilities akin to human intelligence for various tasks. It is perceived to embody intuitive and empathetic intelligences.
- Super AI, a theoretical construct, signifies AI that attains self-awareness and exceeds human intelligence in all areas, demonstrating extensive cognitive and emotional skills, and outperforming humans in data processing, decision-making, and problem-solving. It is conceptualized as a machine with a mind, capable of empathetic learning and adaptation.

The literature highlights AI's limitations in creative marketing, where Huang and Rust<sup>136</sup> point out its premature use in complex human-centric areas like product design and negotiation. AI's current form is mostly confined to repetitive tasks and lacks the nuanced cognitive, social, and emotional skills of humans.

AI is categorized into four types reflecting complexity and human cognition resemblance: reactive machines, limited memory, theory of mind, and self-awareness. Reactive machines perform basic responses, while limited memory AI, like chatbots, learns from past data. Theory of mind AI, a theoretical concept, aims to understand emotions and mental states, and self-awareness AI, the most advanced, is envisioned to develop human-like self-awareness and emotional capacities. Alternatively, AI is divided into narrow AI (task-specific), general AI (human-like abilities across contexts), and super AI

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<sup>133</sup> Cfr. Boden (1998)

<sup>134</sup> Cfr. Benbya et al. (2020) and Kaplan & Haenlein (2019)

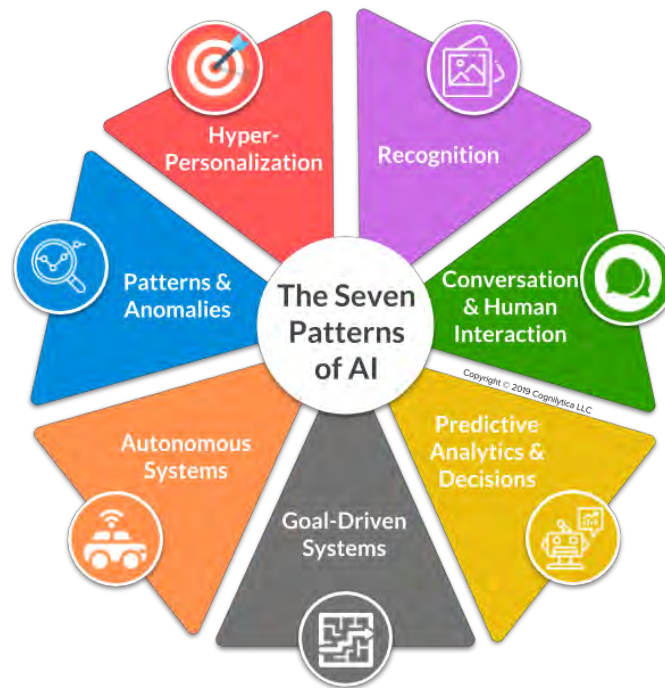
<sup>135</sup> Cfr. Dickson (2020) and Davenport et al. (2020)

<sup>136</sup> Cfr. Huang and Rust (2021a)

(surpassing human intelligence). However, these classifications and their intersections remain speculative until more advanced AI is developed.

## 2.2 Field of application of Artificial Intelligence

In contemporary times, artificial intelligence (AI) has become ubiquitously integrated into daily life, often without the awareness of many individuals. The multifaceted nature of AI technology has led to its widespread adoption across various professional and non-professional domains. Despite this diversity, seven distinct functional patterns can be identified in AI applications<sup>137</sup>, which are not mutually exclusive and may appear alone or in conjunction.



*Fig. 19 Seven Functional Patterns of Artificial Intelligence<sup>138</sup>*

1. *Hyper-personalization*: This involves using AI to develop unique, adaptable profiles for individuals, transcending generic categories to offer personalized content, assistance, and recommendations. This is prevalent in marketing, finance, healthcare, fitness, and wellness. According to Ameen<sup>139</sup>, personalization is a key element of the AI services
2. *Autonomous Systems*: These encompass both hardware and software systems capable of performing tasks, achieving goals, and interacting with the environment with minimal or no human intervention. Key aims include reducing

<sup>137</sup> The Seven Patterns of AI (2019), Cognilytica, online, consulted on 05/01/2024, cited in OECD (2019)

<sup>138</sup> Ibid

<sup>139</sup> Cfr. Ameen et al. (2021) cited in Yuan et al. (2023), p. 63

or eliminating human labour while maintaining or surpassing current performance levels. Common examples include self-driving vehicles, automated document creation, business process automation, and logistics.

3. *Predictive Analysis and Decision Support*: Employing machine learning techniques, AI analyses behaviour, interactions, and data to make accurate future predictions and support human decision-making. This enhances problem-solving, guided assistance, advice, and activity optimization. Unlike autonomous systems that replace human decision-makers, predictive analysis serves as a decision-support tool, enhancing human analytical capabilities.
4. *Conversational and Human Interaction*: This refers to machines and programs capable of interacting with humans through voice, text, or images, facilitating human-machine and inter-human communication. It includes content creation (texts, images, videos, audios) intended for human use, aiming to enable AI to relate to people as they communicate with each other. Examples include voice assistants and chatbots capable of responding to user inquiries through spoken language, and tools for generating images from text descriptions.
5. *Pattern and Anomaly Detection*: A major use of AI involves detecting patterns and connections in large data sets. This uncovers relationships and anomalies that humans might miss due to apparent randomness or data volume limitations. Applications include risk and fraud detection, and predictive text, commonly found in smartphone keyboards.
6. *Recognition*: AI systems are used to identify and label elements within images, videos, texts, audios, or other unstructured content forms. This functionality is crucial for businesses, given that up to 90% of their data is unstructured. Applications include object, image, gesture, and facial recognition.
7. *Goal-Driven Systems*: These systems learn from errors to find optimal solutions to specific problems. Historically linked to gaming (e.g., AlphaGo), they are now widely used in resource optimization, repetitive problem-solving, and real-time bidding.

These patterns, while distinct, often blend together in modern AI systems, allowing for the performance of complex tasks and achievement of intricate goals. Moreover, the following sections delve deeper into concrete AI applications, revealing the primary technologies and techniques currently employed.

### *Natural Language Processing (NLP)*

employs AI to interpret and manage natural language, focusing on text. It merges computer science and linguistics to understand textual meanings, despite language ambiguities, and is applied in language translation, content understanding, and automated text generation.

### *Automatic Speech Recognition (ASR)*

Uses AI to recognize and transcribe spoken language. It integrates linguistic and acoustic models, often enhanced by NLP for better punctuation and capitalization. ASR applications include voice searches, smart home devices, and call routing in contact centres.

### *Virtual Assistants and Chatbots*

Virtual assistants and chatbots, distinct AI software agents, respond to written or spoken commands. Chatbots handle basic interactions and are used in customer service, while virtual assistants, like Siri and Alexa, comprehend language more deeply, recognizing slang and emotions for broader tasks.

### *Recommendation Systems*

These algorithms personalize user experiences by analysing data and user inputs to predict interests, commonly seen in social media and e-commerce, suggesting products or content based on user history and preferences.

### *Computer Vision*

Computer vision algorithms enable machines to "see" by mimicking human vision, using images and videos for tasks like object and facial recognition. Applications include surveillance, medical diagnostics, machinery maintenance, and safety hazard detection.

### *Intelligent Data Processing*

Intelligent data processing technologies rapidly and accurately analyse diverse data, integrating AI tools like NLP and computer vision. They automate tasks, aiding in data



classification, document analysis, and forecasting, freeing humans for more creative work.

### *Physical Solutions*

AI, combined with physical devices, enables autonomous operations. Autonomous vehicles, guided by environmental sensors, operate independently for transportation purposes. Similarly, autonomous robots, used in industrial automation, navigate, and perform tasks based on environmental data.

### *Generative AI*

It specializes in creating artificial content like text, images, and audio, aiding human creativity. Key applications include text-to-image models. A notable example is OpenAI's ChatGPT, launched in November 2022, known for contextually relevant natural language responses. Generative AI is recognized as a top strategic technology trend by Gartner for 2022.

## 2.3 Natural Language Processing, Large Language Models, and GPT: An Exploratory Overview

### Natural Language Processing (NLP)

It is a branch of artificial intelligence that focuses on the interaction between computers and humans through natural language. The primary goal of NLP is to equip computers with the capability to comprehend, decode, and produce human language in a meaningful manner.<sup>140</sup> NLP finds application in diverse fields including language translation, sentiment analysis, question-answering systems, and chatbot technology. It encompasses a spectrum of methods and instruments for analysing the syntax and semantics of text.

### Large Language Models (LLMs)

LLMs represent a category of machine learning models developed by training on extensive textual datasets. Their primary function is to comprehend, produce, and interpret human language. Characterized by an extensive array of parameters, these models possess the capability to discern and replicate the complex intricacies and subtle distinctions present in language. LLMs, which are pretrained on extensive text corpora, demonstrate remarkable capabilities across a spectrum of NLP tasks including question answering, machine translation, and text generation. The recent trend of scaling up these models has endowed LLMs with emergent abilities, setting the stage for their application in realms akin to Artificial General Intelligence (AGI). State-of-the-art LLMs such as ChatGPT, equipped with billions of parameters, show immense promise in handling a wide array of intricate practical applications, encompassing domains like education, code generation, and recommendation systems.<sup>141</sup>

LLMs are classified into three distinct categories<sup>142</sup>:

1. "Encoder-Only" LLMs: exclusively utilize the encoder component to process sentences and decipher word relationships. Typically trained through a paradigm that involves predicting masked words in a given sentence, these models operate in an unsupervised manner and are trained on extensive text corpora. Their

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<sup>140</sup> Cfr. de Souza et al (2023), p. 2

<sup>141</sup> Cfr. Pan et al., (2024) p.1

<sup>142</sup> Cfr. Pan et al., (2024) p.3

structure is particularly adept at tasks necessitating comprehensive sentence understanding, including text classification, and named entity recognition.

2. "Encoder-Decoder" LLMs: incorporate both an encoder and a decoder module. The encoder is tasked with transforming the input sentence into a hidden space representation, while the decoder is utilized to produce the target output text. Encoder-decoder LLMs exhibit versatile training strategies and are proficient in tackling tasks that involve generating sentences based on specific criteria or context.
3. "Decoder-Only" LLMs: exclusively utilize the decoder module for generating the intended output text. These models are primarily trained through a process that involves anticipating the subsequent word in a sentence. Decoder-only LLMs of considerable scale are adept at executing downstream tasks based on minimal examples or straightforward instructions, eliminating the need for incorporating prediction heads or undergoing finetuning.

### *Prompt Engineering*<sup>143</sup>

Prompt engineering focuses on developing and refining prompts to optimize large language model (LLM) performance across multiple applications. Essentially, a prompt is a sequence of natural language inputs designed for particular tasks like sentiment classification, comprising components such as:

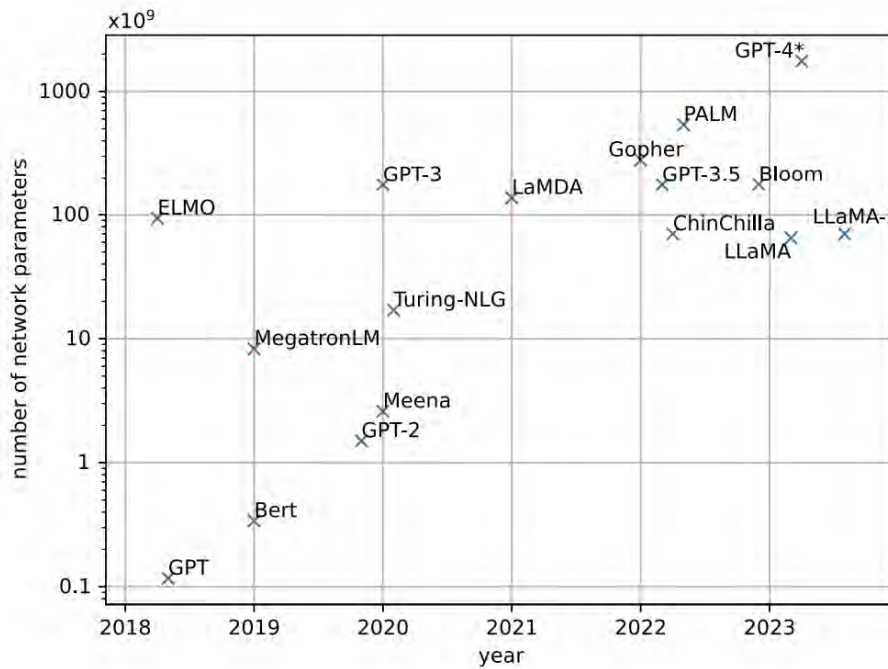
1. Instruction (a brief task directive),
2. Context (background or examples for the input),
3. Input Text (the text the model evaluates).

Prompt engineering enhances large language models like ChatGPT for complex tasks such as question answering and sentiment analysis. It utilizes techniques like Chain-of-thought prompts for step-by-step reasoning and integrates structured data, like knowledge graphs, into LLMs, converting them into formats that models can easily process for reasoning tasks. This field not only taps into LLMs' potential without extensive finetuning but also provides insights into their capabilities and constraints.

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<sup>143</sup> Cfr. Pan et al. (2024), p. 4

Recent advancements indicate a rising trend in the dimensions of LLMs, as illustrated in figure 20.



*Fig. 20 LLM parameters over the past five years<sup>144</sup>*

Over the last five years, the parameter count in large language models has seen notable growth, with major breakthroughs achieved by Megatron in 2019 and GPT-3 in 2020. Although the exact parameter count of GPT-4 remains officially undisclosed, there are presumptions based on alleged leaks.<sup>145</sup>

### *Example of LLM function*

In programming, LLMs aid developers by predicting subsequent code lines, recommending optimizations, and generating code snippets from prompts. Early on, LLMs excelled in code completion and generation, learning from extensive code repositories, documentation, bug reports, forums, and Q&A sites. This deep understanding of programming languages and patterns speeds up coding, reduces errors, and improves code quality. With resources from open platforms like GitHub, LLMs might have already been trained on existing code. Beyond code completion, LLMs can convert natural language into functional code, allowing, for example, a non-programmer to

<sup>144</sup> Ibid

<sup>145</sup> Ibid

request a specific function in plain English and receive the corresponding code, thus simplifying and democratizing the software development process. While LLMs can train on simulation code repositories, generating a simulation model from natural language also requires specialized NLP skills from the LLM.<sup>146</sup>

## **Chat GPT**

ChatGPT, a specialized adaptation of the GPT (Generative Pre-trained Transformer) architecture, is intricately fine-tuned to interpret and produce text that closely resembles human interaction within conversational settings. Engineered to partake in dialogues, it delivers replies that emulate the nuances of human conversation. Moreover, it is «a state-of-the-art NLP model developed by OpenAI».<sup>147</sup>

Generative Pre-trained Transformers (GPT) initially undergo pretraining on vast text datasets, learning to predict successive words, thereby gaining a foundational grasp of language structures and contextual information. These models are versatile, tailoring to specific tasks like chat or code completion by leveraging user-defined prompts.<sup>148</sup>

The inception of the GPT series marked a significant advancement in autoregressive generative models, adopting the Transformer architecture's decoder stack and adapting it from bidirectional to unidirectional self-attention. This foundational design enabled GPT models to proficiently perform text generation tasks, including translation, summarization, and question answering. Subsequent developments, epitomized by GPT-2, introduced technical refinements that resolved fine-tuning transferability issues for downstream tasks, promoting multi-task training. This evolution facilitated GPT-2's ability to adeptly address various tasks without extensive supervised data training. The InstructGPT model represented a change in basic assumptions towards aligning model outputs with human interaction intricacies, primarily through Reinforcement Learning from Human Feedback (RLHF), which utilizes human feedback as a critical parameter update mechanism. Furthering this alignment, OpenAI's InstructGPT leveraged RLHF for model fine-tuning, engaging human annotators to steer and evaluate model responses and employing proximal policy optimization to refine model performance. This approach resulted in a preference for InstructGPT over its predecessor, GPT-3, revealing limitations

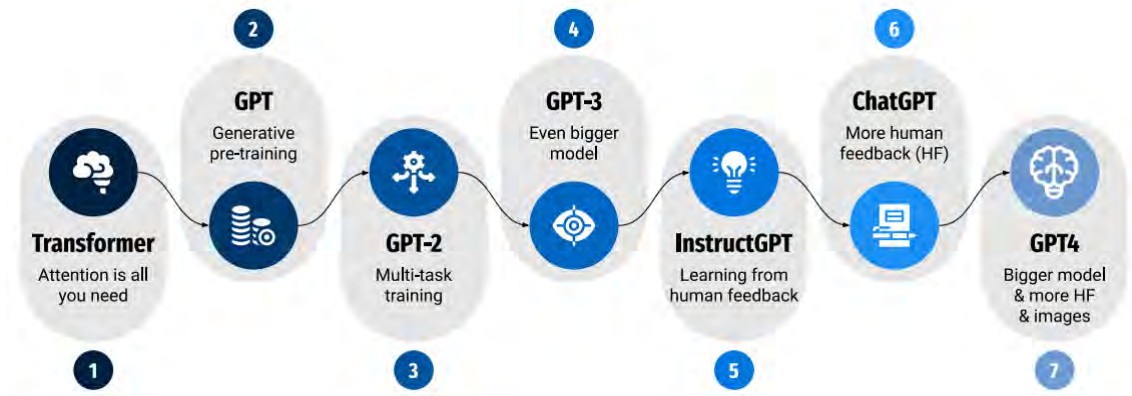
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<sup>146</sup> Cfr. Gerstmayr (2024), p. 5

<sup>147</sup> Cfr. de Souza (2023), p. 2

<sup>148</sup> Cfr. Gerstmayr et al (2024), p. 4-5

in traditional NLP benchmarks in capturing user-centric expectations. Later iterations, such as ChatGPT and GPT-4, continued to integrate human feedback into their fine-tuning process, affirming the pivotal role of human-centric feedback in model refinement. Notably, ChatGPT demonstrated robust performance with a streamlined parameter set, highlighting the efficiency of human input in model optimization. GPT-4 expanded this model's scope by integrating multimodal capabilities, processing both textual and visual inputs.<sup>149</sup>



*Fig. 21 From Transformer architecture to Chat GPT<sup>150</sup>*

The figure illustrates the progression of autoregressive models grounded in Transformer architecture, delineating the evolution from (1) the foundational model, through successive iterations including (2) the starting Generative Pre-Training (GPT) model, (3) the enhanced GPT-2, and (4) the advanced GPT-3. Further developments led to (5) InstructGPT, which integrates human feedback, followed by (6) ChatGPT, designed for conversational interaction and enriched with extensive human feedback, culminating in (7) GPT-4, a comprehensive multimodal model capable of processing both text and images as inputs.<sup>151</sup>

<sup>149</sup> Cfr. Kocoń et al. (2023), p. 2

<sup>150</sup> Cfr. Kocoń et al. (2023), p. 3

<sup>151</sup> Ibid

## 2.4 The impacts of Artificial Intelligence on Business

The emergence of Artificial Intelligence (AI) represents a paradigmatic shift in the contemporary business landscape, echoing the profound transformations characteristic of the Fourth Industrial Revolution. This era is marked by an unprecedented availability of extensive datasets and the advent of advanced technological solutions capable of extracting significant insights from this data, positioning AI as a pivotal innovation. The historical evolution of AI, tracing its origins to the post-World War II era, illustrates the progressive development of technologies aimed at emulating human intelligence. This spectrum of AI solutions ranges from those exhibiting human-like cognitive abilities to systems that align more closely with traditional computational architectures. Based on an IBM survey, approximately 77% of businesses either currently employ AI or are actively considering its implementation, as it contributes to enhancing operational efficiency, cutting costs, and elevating overall productivity.<sup>152</sup> Additionally, AI contributes to substantial cost reductions by diminishing the reliance on human labour and refining supply chain operations. Indeed, according to McKinsey's research in the global banking sector, AI technologies have the potential to generate an additional value of approximately \$1 trillion.<sup>153</sup>

In the realm of business, AI has emerged as a transformative force, offering a multitude of opportunities while simultaneously presenting substantial challenges. Its integration into organizational frameworks necessitates the meticulous development of precise computational models, the integration of heterogeneous data sources, and the harmonious alignment with extant operational processes. A paramount benefit of AI in the business sector is the significant enhancement of productivity. By automating routine and mundane tasks, AI liberates human employees to dedicate their efforts to more complex and value-added activities, thereby augmenting overall business efficiency. For example, in the customer service domain, AI-driven automation of standard queries enables service representatives to allocate more time to intricate customer issues. Furthermore, AI's proficiency in analysing expansive datasets facilitates informed decision-making processes leading to optimized resource distribution and improved strategic forecasting, which can lead to cost savings and increased profits.<sup>154</sup> Moreover Gartner, Inc. identified

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<sup>152</sup> AI in Business: Ethical Considerations, Maryville University, online, consulted on 05/01/2024

<sup>153</sup> Cfr. McKinsey & Company (2023)

<sup>154</sup> Cfr. AI in Customer Service: Tips for Cost Reduction, Daisie, online, consulted on 5/01/2024

insights, user experience, and process improvement as three key benefits of AI in customer service organizations.<sup>155</sup>

Despite these advantages, the adoption of AI in business environments is fraught with challenges and ethical concerns, including issues pertaining to the potential displacement of jobs<sup>156</sup>, data privacy and security.<sup>157</sup> Ethical considerations, particularly in AI-driven decision-making processes, are crucial to prevent the incorporation of biases and prevent discriminatory practices. Despite these impediments, the adoption of AI in the business sector remains nascent. Surveys, such as those conducted by McKinsey & Company, reveal that a limited number of organizations have implemented AI on a large scale, with a majority still in the preliminary stages of exploration. Notable exemplars of successful AI implementations, such as those by General Electric in gas turbine manufacturing and JPMorgan Chase's AI-powered legal contract review system, underscore the transformative potential of AI in various business operations.

AI's role in enhancing business operations is multifaceted, encompassing increased productivity, cost efficiency, and improved decision-making capabilities. Nevertheless, its adoption is accompanied by several challenges, including concerns related to data privacy, security, ethical implications, and potential job displacement. To effectively leverage AI's potential, businesses are encouraged to adopt a collaborative approach, engaging closely with policymakers and other relevant stakeholders. Moreover, investment in comprehensive training programs for employees to adeptly work alongside AI systems, coupled with a commitment to transparency in AI utilization, are imperative to address ethical considerations associated with AI deployment.

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<sup>155</sup> Cfr. Gartner Identifies Three Important Ways AI Can Benefit Customer Service Operations, Gartner, online, consulted on 05/01/2024

<sup>156</sup> The Ethical Considerations of Artificial Intelligence, Capitol Technology University, online consulted on 05/01/2024

<sup>157</sup> Great promise but potential for peril, The Harvard Gazette (Harvard University), online, consulted on 5/01/2024



# Chapter 3

## A Comprehensive Literature Review on the Integration of AI in Brand Management and Marketing in the Contemporary Business Landscape

### Exploring AI's Transformative Role in Marketing and Brand Management: A Comprehensive Literature Review

Modern marketing practices are undergoing experimentation with state-of-the-art technologies, such as AI, incorporating them into mainstream operations to facilitate overall success. It is progressively becoming more data-driven, automated, and intelligent. This transformative trend is characterized by an increasing reliance on data-driven, automated, and intelligent practices. The paramount potential of AI is particularly evident in marketing and sales domains, prompting numerous companies to incorporate AI technologies into their marketing processes.<sup>158</sup> AI significantly enhances marketing functions, with its integration on the rise and further growth anticipated. Eriksson et al.<sup>159</sup> emphasize five crucial precursors of strategic marketing, contending that the application of AI in this context involves both logical and creative perspectives. In practical terms, AI has already demonstrated considerable impact through precise forecasting, improved marketing insights, elevated product quality, real-time personalized campaigns, enhanced operational efficiency, and enriched customer experiences.

The ongoing evolution of AI foresees increased cognitive capabilities, augmenting its potential to enhance human thinking. However, this progress raises heightened concerns about security. the ongoing discourse on privacy versus personalization is expected to encompass more nuanced aspects of marketing. The intrinsic capability of AI to continually acquire knowledge and interpret or forecast customer purchasing intentions and emotional responses is positioned to play a pivotal role in directing and concentrating forthcoming marketing initiatives, facilitating pronounced levels of automation and personalization. Projections indicate a substantial and exponential advancement within

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<sup>158</sup> Cfr. Chui et al. (2018) cited in Yuan, et al. (2023), p. 1

<sup>159</sup> Cfr. Eriksson et al. (2020) cited in Chintalapati et al. (2022), p. 20

the field of AI studies. Additionally, the sustainability frontier of AI in will broaden in scope, facilitating the gradual generation of research inputs imbued with more robust and actionable insights.<sup>160</sup>

AI holds substantial potential in enhancing marketing capabilities, with a notable capacity to fortify an organization's marketing function. The integration of AI into marketing practices is experiencing continuous and expected growth. Furthermore, there has been a thirteen-fold increase in venture capital investment in AI over the past decade, resulting in a surplus of "usable" data. This data can be utilized to formulate insights and propose actionable measures, aided by more accessible technology, including enhanced computational power and open-source algorithms. Entities investing in AI report a revenue uplift ranging from 3 to 15 percent and a sales return on (ROI) uplift between 10 to 20 percent.<sup>161</sup>

Certain AI applications, such as facial recognition<sup>162</sup>, offer the capability to investigate why a customer may withdraw from a purchasing process during the final stages of interaction with a salesperson within a store. This presents a research opportunity linked to the cluster's interaction outcomes, aligning with the contemporary perspective on the social consumer journey<sup>163</sup> and the utilization of new retail video analytics tools. The transformative impact of AI is evident as it significantly redefines markets, empowering marketers to comprehend customers, brands, and market segments, consequently capturing market share<sup>164</sup>. Consequently, there is a necessity for additional scholarly investigation into the subject matter, involving an in-depth analysis of the current utilization of AI in marketing and brand management.

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<sup>160</sup> Cfr. Chintalapati et al. (2022), p.25

<sup>161</sup> Cfr. Deveau et al. (2023), p.8

<sup>162</sup> Cfr. Khashman (2009) cited in Schiessl et al. (2022), p.9

<sup>163</sup> Cfr. Hamilton et al. (2020) cited in Schiessl et al. (2022), p.9

<sup>164</sup> Cfr. Awan et al. (2021) cited in Rana et al. (2021), p.3

### 3.1 Marketing in the Age of AI: definition and contextualization

In the context of marketing, AI is delineated as a technological framework capable of executing marketing operations by leveraging extensive data analysis and machine learning methodologies to enhance the operational efficacy and overall effectiveness of corporate marketing endeavours.<sup>165</sup> In practical words the use of AI in marketing can be defined as: «the development of artificial agents that, given the information they have about consumers, competitors, and the focal company, suggest and/or take marketing actions to achieve the best marketing outcome».<sup>166</sup>

Contemporary marketing relies upon a profound comprehension of customer demands and preferences, necessitating the capacity to act upon such insights rapidly and efficaciously. AI proves to be a formidable instrument when integrated with high quality market research data to do so. There are two considerations to do. Firstly, the significant daily influx of data resulting from the widespread integration of technology into daily routines. Secondly, the noteworthy expeditious and efficient data processing capabilities of artificial intelligence in contrast to human capacities. This implies that marketing researchers face unprecedented opportunities to enhance their research methodologies by integrating artificial intelligence and big data.<sup>167</sup> Primarily, enterprises leverage these data to enhance their services and products, offering propositions that align more closely with consumer preferences.<sup>168</sup> The skilful management of such data has become attainable due to recent technological advancements and the refinement of artificial intelligence for processing extensive repositories of information.<sup>169</sup> Moreover, techniques such as machine learning have accelerated the processing of this information, yielding expeditious outcomes devoid of human intervention.<sup>170</sup> The applications of artificial intelligence are acknowledged across diverse research domains, encompassing medicine<sup>171</sup>, financial decision-making<sup>172</sup>, and general decision-making processes.<sup>173</sup> Additionally, within the marketing domain, artificial intelligence is deployed for

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<sup>165</sup> Cfr. Overgoor et al. (2019) cited in Yuan et al. (2023), p.1

<sup>166</sup> Cit. Gijs Overgoor et al. (2019), p. 3

<sup>167</sup> Cfr. Deliana and Rum (2019) cited in Schiesslet al. (2022), p.1

<sup>168</sup> Cfr. Line et al. (2020) cited in Schiesslet al. (2022), p.1

<sup>169</sup> Cfr. Ghasemaghahi and Calic (2020); Hallikainen et al. (2020) cited in Schiesslet al. (2022), p.1

<sup>170</sup> Cfr. Ghasemaghahi and Calic (2020); Lismont et al. (2017) cited in Schiesslet al. (2022), p.1

<sup>171</sup> Cfr. Zitnik et al. (2018) cited in Schiesslet al. (2022), p.1

<sup>172</sup> Cfr. Yoon et al. (2018) cited in Schiesslet al. (2022), p.1

<sup>173</sup> Cfr. Duan et al. (2019) cited in Schiesslet al. (2022), p.1

investigating consumer behaviour<sup>174</sup>, shaping branding strategies<sup>175</sup>, and formulating B2B sales strategies.<sup>176</sup>

A robust trend is evident in the widespread adoption of AI systems across diverse contexts of marketing. With ongoing advancements and improvements in technologies, this trend is anticipated to persist. The augmentation of managerial decision-making through AI-driven decision support expert systems is poised to witness a notable upswing in the ensuing years, with the overarching goal of refining human decision-making within the business context. The process of decision-making in marketing entails a combination of data-driven methodologies and intuitive reasoning. Despite the current sophistication of AI solutions, they remain incapable of functioning autonomously as decision-making systems. Nevertheless, the accelerating pace of technological advancement underscores a growing imperative for heightened automation, optimization, augmentation, and the implementation of expert systems within the domain of marketing decision-making. The advancement of marketing expert systems, capable of facilitating decision-making across the entirety of the marketing continuum, stands to substantially enhance managerial decision-making. These systems achieve this by furnishing pertinent, credible, and temporally pertinent data, prognostications, and data-driven recommendations. Concomitantly, this development necessitates the emergence of a new generation of marketers in the adept interpretation and utilization of data derived from diverse platforms, transmuted such data into the insight's requisite for informed decision-making.<sup>177</sup>

The literature review that I made suggest that artificial intelligence will fundamentally redefine the landscape of marketing through the introduction of innovative practices and methodologies, predominantly leveraging automation and predictive modelling. This will impact in a positive way the segmentation of customers, the experience thanks to the personalization and generally will lead to a better comprehension of customer behaviour. Which translates into more accurate formulations and predictions based on customers' past activities. With the adoption of AI, marketers will conduct more reliable customer journey, market micro-segmentation and predictive models, developing more effective

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<sup>174</sup> Cfr. Hollebeek and Macky (2019) cited in Schiesslet al. (2022), p.1

<sup>175</sup> Cfr. Gielens and Steenkamp (2019) cited in Schiesslet al. (2022), p.1

<sup>176</sup> Cfr. Ancillai et al. (2019) cited in Schiesslet al. (2022), p.1

<sup>177</sup> Cfr. Nikolina Ljepava (2022), p.8

strategies.<sup>178</sup> The utilization of innovative technologies has profoundly transformed the way businesses create, distribute, and personalize their content. This change in basic assumptions has not only opened new avenues but has also endowed enterprises with a competitive advantage through more targeted and engaging communication with their market target. In turn, generating business opportunities for the company, as elucidated in the following statement: «When technology works on a personal level, it creates an endearing bond with the users, when marketers tap into such a bond, the potential for customer value creation is enormous».<sup>179</sup> Sophisticated and pioneering marketing solutions, empowered by artificial intelligence, can swiftly adjust to the evolving requirements of businesses, offering communication strategies and solution packages that are pivotal and financially advantageous to pertinent stakeholders.<sup>180</sup> Henceforth, the Chief Executive Officer of the Marketing Artificial Intelligence Institute introduced a novel framework<sup>181</sup> delineating the marketing mix, encompassing Planning, Production, Personalization, Promotion, and Performance.

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<sup>178</sup> Cfr. Nikolina Ljepava (2022), p.4

<sup>179</sup> Cit. Kumar et al. (2019), p. 2

<sup>180</sup> Cfr. Epstein (2018) cited in Chintalapati and Pandey (2022), p. 3

<sup>181</sup> Cfr. Roetzer (2017), cited in Chintalapati and Pandey (2022), p. 3

## **3.2 The Benefits, Current Limitations, and Risks of Artificial Intelligence in Marketing Practices and Brand Management**

### **The Strategic Advantages and Benefits of Artificial Intelligence Implementation**

The emergence of AI, especially the generative AI, has led to the growth of opportunities and impacts particularly in three spheres of marketing and sales: customer experience (CX), growth, and productivity. Within the realm of customer experience (CX), the provision of hyper-personalized content and offerings is contingent upon the analysis of individual customer behaviour, persona, and purchase history. The integration of AI with organization-specific data and contextual information has facilitated the acquisition of consumer insights at a remarkably detailed level. Consequently, this has empowered businesses engaged in B2C interactions to implement personalized strategies in targeted marketing and sales offerings.<sup>182</sup> The use of AI enables enterprises to dynamically customize their individualized digital campaigns in real-time. Sufficient instances of AI-enabled marketing initiatives have been documented, manifesting substantial returns on investment, heightened levels of engagement, enhanced customer retention, improved customer experiences, and the enduring delivery of value propositions. Companies that achieve success, characterized by an annual market share growth of at least 10 percent, commonly employ sophisticated sales technologies, establish hybrid sales teams and competencies, customize strategies for both third-party and company-owned marketplaces, attain excellence in e-commerce throughout the entire sales funnel, and implement hyper personalization strategies.<sup>183</sup> Consequently, enhancing campaign performance, elevating customer experience, or augmenting the efficiency of marketing operations.

AI has the valuable potential to free precious time for human marketers, concurrently expediting the production of targeted marketing contents that exhibit enhanced efficacy in client conversion. This is attributable to the cost-effectiveness and heightened efficiency inherent in AI applications. Furthermore, AI possesses the capability to discern patterns within extensive datasets that are imperceptible to the human eye. Its integration into marketing practices has facilitated the enhancement of various facets of the consumer experience at each stage. Its integration into the marketing sphere has facilitated

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<sup>182</sup> Cfr. Deveau et al. (2023), p. 4

<sup>183</sup> Cfr. Chintalapati and Pandey (2022), p. 22

enterprises in enhancing each phase of the consumer experience.<sup>184</sup> Marketers possess the capacity to cultivate customer relationships, a capability further reinforced by the integration of AI to bolster burgeoning markets. Employing AI and algorithms, marketers discern customer behaviour and purchasing proclivities, thereby elucidating marketing trends within emerging markets.<sup>185</sup> The objective of integrating marketing services with artificial intelligence is to streamline the customer journey and forecast consumer behaviour within emerging markets. Furthermore, this integration aims to foster customer retention and loyalty by engendering a comprehensive and gratifying experience throughout the purchase process. A good example of how AI benefits the company is given by content personalization which translates into better sales is given by email marketing. Artificial intelligence (AI) tools leverage natural language generation to formulate email subject lines with a higher level of proficiency than human counterparts. This achievement is realized by comprehending a brand's distinctive voice through the utilization of data, which serves as the training foundation for the AI. AI, propelled by deep learning, produces email content that effectively resonates with diverse customer segments, individual recipients, and targeted audiences. This innovative approach facilitates the generation of personalized email content recommendations at an individualized level, thereby enhancing conversion rates and fostering heightened engagement.<sup>186</sup> Evidently, the advantageous attributes of AI have manifested in the field of marketing. Employing machine learning, AI demonstrates capabilities in predictive modelling, feature extraction, estimations, and result optimization. These functionalities are facilitated through the utilization of algorithms, enabling efficient training on extensive datasets.<sup>187</sup> Moreover, the utilization of artificial intelligence-driven entities such as chatbots, drones, algorithms, robots, and digital voice assistants is on the rise across various domains within the marketing landscape.<sup>188</sup> Probabilistic graphical models, deep learning, and reinforcement learning are affording organizations a comprehensive perspective of the complete customer journey, encompassing its diverse touchpoints. This capability enables concurrent assessment of the authentic contribution of each touchpoint.<sup>189</sup> Marketing, through an integrated system automation approach,

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<sup>184</sup> Cfr. Haleem et al. (2022), p. 4

<sup>185</sup> Cfr. Khanra et al. (2020) and Arco et al. (2019) cited in Rana et al. (2021), p. 2

<sup>186</sup> Cfr. Haleem et al. (2022), p. 9

<sup>187</sup> Cfr. Ma and Sun (2020) cited in Ameen et al. (2022), p. 11

<sup>188</sup> Cfr. Ameen, Tarhini, et al. (2021), Borau et al. (2021) and Moriuchi (2020) cited in Ameen et al. (2022), p. 11

<sup>189</sup> Cfr. Grewal et al. (2020); Ma and Sun (2020) cited in Ameen et al. (2022), p. 11

confers a competitive advantage upon the company. The AI-based marketing approach provides advantages in decision-making and meticulous client management. The utilization of machine learning algorithms in conjunction with data assumes a pivotal role in refining patterns of recommended content to customers. Employing AI algorithms and Machine Learning to support models, lead to a reduction in the risk of human error, increased efficiency in audience data utilization, and the scalability of display advertising. Indeed, AI serves as a safeguard against potential human errors by minimizing direct human involvement. The prevalent concerns among organizations regarding data security vulnerabilities, stemming from employees' limitations in safeguarding client and essential corporate data, can be effectively addressed through the adaptive learning, responsiveness, and tailored cybersecurity capabilities inherent in AI systems. Furthermore, the application of AI in addressing these concerns obviates the need for conventional, resource-intensive approaches often employed in designing and implementing marketing strategies. This not only streamlines processes but also contributes to an enhanced overall experiential quality.<sup>190</sup>

AI significantly expedites the data processing continuum in comparison to human interaction, ensuring precision, security, and enabling teams to concentrate on strategic objectives for the formulation of efficacious AI-powered campaigns. The implementation of AI facilitates the real-time collection and monitoring of tactical data, enabling marketers to make contemporaneous decisions rather than awaiting campaign conclusions. Empowered by data-driven reports, marketers can discern appropriate courses of action, thereby rendering more judicious and objective judgments. AI also proves instrumental in the completion of monotonous and repetitive tasks, minimizing the time and human resources expended on such endeavours, concurrently mitigating the occurrence of errors. The resultant reduction in hiring expenditures allows the redirection of available talent towards more consequential duties. AI has also the ability to alleviate the workload burdens and economize the time. Particularly, the application of predictive analysis within marketing activities stands as a prominent manifestation of AI's capacity to exert a transformative influence. By harnessing extant data, predictive analysis, underpinned by AI, can derive substantial value. Notably, AI-driven predictive lead scoring emerges as a widely embraced application within marketing, presenting a novel

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<sup>190</sup> Cfr. Rana et al. (2021), p.4



approach to the categorization and rating of leads.<sup>191</sup> Moreover, Artificial Intelligence demonstrates its instrumental role in assisting marketers in the implementation of targeted marketing campaigns, particularly within the domain of advertising targeting. Through the application of machine learning, distinctions can be made between purchasing behaviour, actual conversions, and exploratory tendencies, enabling the retargeting of prospects with a heightened likelihood of conversion. Additionally, AI platforms exhibit expeditious decision-making capabilities concerning the allocation of expenditures across diverse media channels, thereby ensuring sustained client engagement and optimization of campaign value. The deployment of AI facilitates the delivery of personalized messaging to customers at opportune moments in their respective life cycles. Moreover, this technology empowers marketers to discern and address customers deemed to be at-risk, proffering information to incentivize their re-engagement with the business. AI-driven dashboards furnish comprehensive insights into the efficacy of strategies, enabling the replication of successful approaches across channels and judicious allocation of financial resources.<sup>192</sup> Furthermore, AI methodologies have the capacity to enhance the understanding of market dynamics, risk reduction, heightened operational velocity, empowering organizations to strategically shape and direct their business activities toward more precise targeting of specific segments and augmented revenue generation. Ultimately, the employment of artificial intelligence methodologies in the analysis of extensive datasets affords brands the opportunity to identify novel avenues for enhancing sales and improving consumer services. Entities engaged in online operations possess enhanced capabilities for mining consumer data, leveraging it to augment consumer experiences.<sup>193</sup>

Finally, while often depicted as a threat to privacy, AI can concurrently serve as a safeguard for preserving privacy and the rightful ownership of confidential data and its associated assets. Policymakers must judiciously contemplate strategies for regulating nascent technologies, navigating the delicate equilibrium between preventing the misuse of potent tools by malevolent entities and ensuring that avenues for innovation remain unimpeded.<sup>194</sup>

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<sup>191</sup> Cfr. Rana et al. (2021), p.4

<sup>192</sup> Cfr. Rana et al. (2021), p.5

<sup>193</sup> Cfr. Schiessl et al. (2022), p. 2, 5

<sup>194</sup> Cfr. Mikalef et al (2021), Jones (2018) and Grandinetti (2020) cited in Haleem et al. (2022), p. 2

## **Integration of AI for Brand Sustainability**

The incorporation and amalgamation of sustainable branding and operational functions serve to enhance business practices with a sustainable focus.<sup>195</sup> Within this framework, brands assume a strategic role in fostering sustainable processes, facilitated by the technological intervention of AI.<sup>196</sup> Notably, research conducted by Nishant et al.<sup>197</sup> underscores the potential adverse ramifications of AI implementation in the context of developing sustainable brand businesses, including heightened cybersecurity risks, consumer susceptibility to data breaches, and challenges in gauging the efficacy of technological strategies. The dynamic evolution of AI technologies is reshaping consumption and production paradigms, with Knowledge Management Systems (KMS) emerging as a pivotal conduit for brands to establish sustainable business models.<sup>198</sup>

AI's role extends to enhancing brand performance through the integration of eco-innovation at various levels, encompassing product, process, and organizational dimensions.<sup>199</sup> The trajectory of AI technologies aligns with futuristic ideals, manifesting in their potential to disrupt or fortify brand initiatives, thereby ensuring the perpetuation of competitive advantages.<sup>200</sup>

## **Current Limitations and Challenges of Integrating Artificial Intelligence in Marketing Strategies and Brand Management<sup>201</sup>**

The applications of multiple AI intelligences to various areas of marketing at different strategic decision stages ha several limitations.

### *Limitations of mechanical AI:*

While contemporary mechanical AI demonstrates robust autonomous capabilities in collecting and integrating data from various sources, the contextual nuances within the data are frequently overlooked. This phenomenon poses challenges in modelling, particularly when dealing with emotional data. The automated nature of data collection

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<sup>195</sup> Cfr. Kumar & Christodouloupoulou (2014) cited in Deryl et al. (2023) p. 3

<sup>196</sup> Cfr. Backhaus et al. (2011) cited in Deryl et al. (2023) p. 3

<sup>197</sup> Cfr. Nishant et al. (2020) cited in Deryl et al. (2023) p. 3

<sup>198</sup> Cfr. Vaio et al. (2020) cited in Deryl et al. (2023) p. 1

<sup>199</sup> Cfr. Larbi-Siaw et al. (2022) cited in Deryl et al. (2023) p. 3

<sup>200</sup> Cfr. Goralski & Tan (2020) cited in Deryl et al. (2023) p. 3

<sup>201</sup> Unless otherwise mentioned cfr. Huang and Rust (2021), p. 17, 18

further hinders the attainment of customer intimacy, as it entails interactions between machines rather than fostering direct human-machine engagement.

#### *Limitations of thinking AI:*

Despite the strength of the contemporary AI, may not be neutral and transparent, which can result in biased recommendations or entail unintended consequences.

#### *Limitations of feeling AI:*

While the deployment of affective AI for bidirectional engagements with humans and the analysis of human sentiments is prevalent in marketing, particularly in functions machines capable of appropriately recognizing, acting upon, and reacting to human characterized by a high-touch nature (such as frontline interactions, customer service, and emotionally resonant advertising appeals), the development of genuine emotional emotions remains elusive. The substitutive utilization of mechanical and cognitive AI in lieu of affective AI may give rise to unintended consequences. The substitution of mechanical and thinking artificial intelligence for feeling AI may give rise to unexpected repercussions.

Moreover, given that numerous decisions related to branding rely on creativity and the capacity to establish emotional connections, there exists a substantial limitation in the complete ability to form emotional connections and so fully substituting human capabilities with artificial intelligence.<sup>202</sup>

### **Assessing the Risks of Implementing Artificial Intelligence in Marketing Practices**

Although AI-empowered algorithms are designed to enhance and streamline various tasks through automation, their utilization also carries significant risks and challenges.<sup>203</sup> Foremost among these is the inherent complexity of human creativity, which proves challenging for technology to replicate.<sup>204</sup> Given that numerous decisions in the realm of brand management are intricately linked to creativity and the capacity to forge emotional

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<sup>202</sup> Cfr. Miklosik et al. (2019) cited in Agersborg et al. (2020) p. 14

<sup>203</sup> Cfr. Yampolskiy (2019) cited in Agersborg et al. (2020) p.13

<sup>204</sup> Cfr. Boden (1998) cited in Agersborg et al. (2020), p. 14

connections, a notable constraint arises in attempting to entirely substitute human capabilities with AI.<sup>205</sup>

In contrast to what I propose in the literature review of the benefits of AI application, the utilization of mechanical AI for the aggregation and assimilation of diverse real-time consumer data within contextual parameters may substantially elevates the potential for privacy violations and the ramifications attendant to a breach of data security. It is known that preserving anonymity becomes a more formidable challenge in the context of amalgamated data, and consumers exhibit heightened sensitivity towards both data sharing and breaches. Empirical evidence underscores the heightened sensitivity associated with certain categories of data, notably personal information, financial records, health data, and medical records.<sup>206</sup> Moreover, in the sphere of marketing analysis, the efficacy of insights derived is contingent upon the standardization and accuracy of the utilized data. Non-standardized or erroneous data could render insights ineffectual, potentially leading to detrimental judgments by AI algorithms that may compromise marketing initiatives. To mitigate such risks, marketing teams are advised to collaborate with data management teams and other pertinent units to formulate robust data cleansing and maintenance processes prior to the integration of AI into marketing strategies. The utilization of artificial intelligence for automating the identification of software security vulnerabilities represents a potential advantage. Software developers may employ AI methodologies to conduct comprehensive security assessments of their products, akin to the way malicious actors seek undisclosed exploits within operating systems.<sup>207</sup>

Another critical issue arises when integrating artificial intelligence into Brand Management. It entails the potential risk of diminishing the human connection and relatable identity with consumers.<sup>208</sup> Moreover, consumer apprehensions extend to ethical and moral quandaries emerging from the swift progression of technologies.<sup>209</sup> Incorporation of AI by brands necessitates access to customer information and behavioural data, thereby implicating privacy and safety concerns.<sup>210</sup> If a business collects data that is not relevant to its purposes, it could be intrusive and disturbing to

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<sup>205</sup> Cfr. Miklosik et al. (2019) cited in Agersborg et al. (2020), p. 14

<sup>206</sup> Cfr. Huang and Rust (2021), p. 15

<sup>207</sup> Cfr. Cfr. Haleem et al. (2022), p. 4

<sup>208</sup> Cfr. Davenport et al. (2019) cited in Agersborg et al. (2020) p. 14

<sup>209</sup> Cfr. Tene and Polonetsky (2014), Miklosik et al., (2019) cited in Agersborg et al. (2020) p. 15

<sup>210</sup> Cfr. Davenport et al. (2019) cited in Agersborg et al. (2020) p. 15

consumers. This would negatively impact Customer Brand Reputation. Consequently, the authors contend that brands should meticulously assess the strategic merit of adopting artificial intelligence, considering its potential value in relation to both their clientele and the overall dynamic of the brand-consumer relationship. Consequently, the authors assert that it is imperative for brands to judiciously evaluate the potential utility of incorporating artificial intelligence, considering its value in the context of both customer engagement and the brand-consumer relationship.<sup>211</sup> Ultimately, a potential peril exists wherein ethical and moral considerations may not be effectively incorporated into algorithms, thereby giving rise to algorithmic bias and continuing repercussions.<sup>212</sup> To such a degree, defective algorithms have been demonstrated to result in financial losses and legal violations. This, potentially, could negatively affect the image of the brand and its reputation.<sup>213</sup> Likewise, erroneous information pertaining to consumer inclinations and market dynamics may exert adverse influences on the content disseminated via artificial intelligence, thereby potentially creating feelings of frustration and displeasure.<sup>214</sup>

Finally, in accordance with the examination conducted by Agersborg et al.<sup>215</sup>, there exists a potential peril wherein brands may compromise their distinctive and individual identity when integrating AI, attributable to the diminution of human creative input.<sup>216</sup>

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<sup>211</sup> Cfr. Agersborg et al. (2020) p. 15

<sup>212</sup> Cfr. Yampolskiy (2019), Tene and Polonetsky (2014) cited in Agersborg et al. (2020) p. 15

<sup>213</sup> Cfr. Dell'Elce et al. (2020) cited in Agersborg et al. (2020) p. 14

<sup>214</sup> Cfr. Davenport et al. (2019) cited in Agersborg et al. (2020) p. 15

<sup>215</sup> Agersborg et al. (2020)

<sup>216</sup> Cfr. Agersborg et al. (2020), p. 18

### 3.3 The Diverse and Current Applications of Artificial Intelligence in Marketing and Brand Management

As we observed, current marketing practices are progressively characterized by a reliance on data, automation, and intelligence. The integration of AI has become a prevalent strategy, with its deployment in mainstream operations aimed at achieving expedited success.<sup>217</sup>

Indeed, «When technology works on a personal level, it creates an endearing bond with the users, when marketers tap into such a bond, the potential for customer value creation is enormous»<sup>218</sup>. Advanced and innovative AI-powered marketing solutions exhibit the capability to swiftly adapt to evolving business needs, generating communications and solution packages that hold critical value and profitability for pertinent stakeholders.<sup>219</sup> The CEO of the Marketing Artificial Intelligence Institute has introduced a novel framework<sup>220</sup> for the marketing mix, encompassing Planning, Production, Personalization, Promotion, and Performance—referred to as the 5Ps. This framework is integral to optimizing operations and ensuring accelerated success in the dynamic landscape of marketing.

The application of artificial intelligence in marketing transcends the assimilation of conventional marketing elements of the marketing mix, encompassing a broader scope within the contemporary sphere of digital marketing. The literature has identified strengths and capabilities of AI that have led to its use in the following areas of marketing: decision making, customer service, tracking touchpoints on the customer journey, segmentation, targeting, positioning, personalized recommendations, content creation and curation, price and place management, experiential marketing, branding, forecasting sales, and market research.<sup>221</sup>

As we already said, AI facilitates three broad functions: «interpret external data correctly, learn from such data, and exhibit flexible adaptation»<sup>222</sup>. This establishes a perfect context for AI, together with ML, to dynamically transform the branding landscape through

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<sup>217</sup> Cfr. Chintalapati et al. (2022), p. 1

<sup>218</sup> Cit. Kumar et al., 2019, p. 137

<sup>219</sup> Cfr. Epstein (2018) cited in Chintalapati et al. (2022), p. 2

<sup>220</sup> Cfr. Roetzer (2017) cited in Chintalapati et al. (2022), p. 2

<sup>221</sup> Cfr. Ameen et al. (2022), p. 11

<sup>222</sup> Cit Kaplan & Haenlein (2019), p. 3

inventive breakthroughs, creative content, immersive and diverse communication channels. Indeed, the innovative technologies continue to push the boundaries of what is possible in marketing and sales. For example, the progressive advancement of gen AI is manifesting a transformative change in basic assumptions. Notably, open-source platforms are increasingly permeating the operational forefronts of sales, concomitant with a heightened influx of investments by sales technology entities in innovations pertaining to gen AI. Considering the escalating intricacy and velocity inherent in conducting business within a digitally oriented environment, these technologies are emerging as indispensable instruments. Moreover, the broader integration of AI-enabled solutions in strategic decision-making necessitates a transition towards more prescriptive AI models. As posited by Ljepava<sup>223</sup>, there are five key domains within strategic marketing that are anticipated to experience considerable influence from AI technologies in the near future. These areas include marketing decision-making, identification of absent data, mitigation of cognitive bias in human decision-makers, enhancement of experiential-based learning, and an overall elevation in the quality of all facets of the marketing process. Following the research made by Deveau et al.<sup>224</sup>, one fifth of the existing functions of the sales team could be automated. Indeed, AI is positioned to instigate transformative disruptions of marketing and sales across diverse sectors. This phenomenon is attributable to evolving consumer sentiments coupled with the expeditious pace of technological advancements. Furthermore, soon, it is anticipated that AI agents will undergo more widespread integration into various strategic decision-making processes within the business domain. This integration is expected to extend to critical areas such as the selection of business models, determination of market entry strategies, identification of communication channels, formulation of pricing decisions, and others.<sup>225</sup>

Considering the study made by Huang and Rust<sup>226</sup> where they categorized the AI based on its “mechanical,” “thinking,” and “feeling” functionalities, we can analyse the different applications of AI to marketing with the same distinctions. From a mechanistic perspective, AI attends to the constraints associated with data privacy and security in the contexts of marketing data collection, non-contextual data gathering, and data

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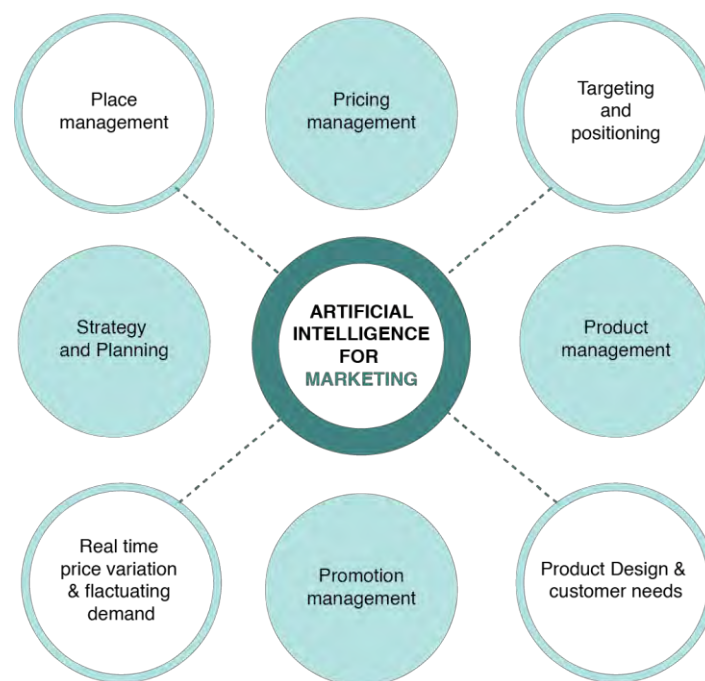
<sup>223</sup> Cfr. Ljepava (2022), p.4

<sup>224</sup> Cfr. Deveau et al. (2023), p. 2

<sup>225</sup> Cfr. Stone et al. (2020) cited in Chintalapati et al. (2022), p. 4

<sup>226</sup> Cfr. Huang and Rust (2020) cited in Chintalapati et al. (2022), p. 25

management. From a cognitive standpoint, AI generates refined insights into segmenting, targeting, and positioning through the analysis of multidimensional data. This analysis reveals correlations between data-driven and theoretically grounded market analyses, yielding improved outcomes. The role of AI is particularly pronounced in product innovation, especially in addressing intrinsic customer needs, as well as in shaping approaches to price negotiations. Additionally, AI plays a pivotal role in enhancing effective marketing engagement, fostering collaboration, and ensuring serviceability. From an emotional position, AI contributes to an enhanced comprehension and interpretation of consumer emotions and sentiments, progressing towards the establishment of robust relational bonds and reciprocal communication with machines. However, discernible trade-offs emerge when there is a substitution of cognitive processes with an exclusive emphasis on emotional aspects, as exemplified in the context of misinformation.



**Fig. 22** Several Segments for AI applications in Marketing<sup>227</sup>

Narrowly, the diverse primary marketing segments of AI initiatives are illustrated in figure 22. The essential focal points encompass pricing, strategy and planning, product

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<sup>227</sup> Cfr. Haleem et al (2022), p. 3



management, promotion, and place management, all of which are integral aspects in directing AI-based systems within marketing scenarios.

### **3.3.1 Considerations of the application of AI into the 5 stages of marketing process<sup>228</sup>**

The marketing process is structured into five stages:

1. *Analysis*: comprehending the dynamics of the marketplace alongside customer needs and preferences,
2. *Strategy*: developing a marketing strategy grounded in customer-centric principles,
3. *Tactics*: formulating integrated marketing,
4. Customer relations: creating financially advantageous relationships with customers,
5. *Value proposition*: Acquiring value to establish lucrative relationships and foster customer equity.

Each phase of the marketing process necessitates as well strategic or tactical decision-making, and these components present interdependence. Consequently, managerial decision-making in the domain of marketing manifests at every stage.

1. *Analysis*: this process is facilitated by AI-based solutions, primarily encompassing text analytics, sentiment analysis applications and tools for predictive analytics and big data analysis. Furthermore, a raising area in precision marketing within the domain of big data has been identified, with a concentration on discerning distinct customer behaviours and forecasting their requirements and purchasing inclinations. AI-enabled solution can be employed for automated image analysis, choice modelling and discerning consumer preferences through the application of the conjoint analysis model.
2. *Strategy*: According to the literary review, AI may serve as a decision support system in the formulation of marketing strategies and as an instrument in the process of making strategic marketing decisions. Furthermore, AI solutions have

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<sup>228</sup> Unless otherwise mentioned cfr. Ljepava (2022), p. 5

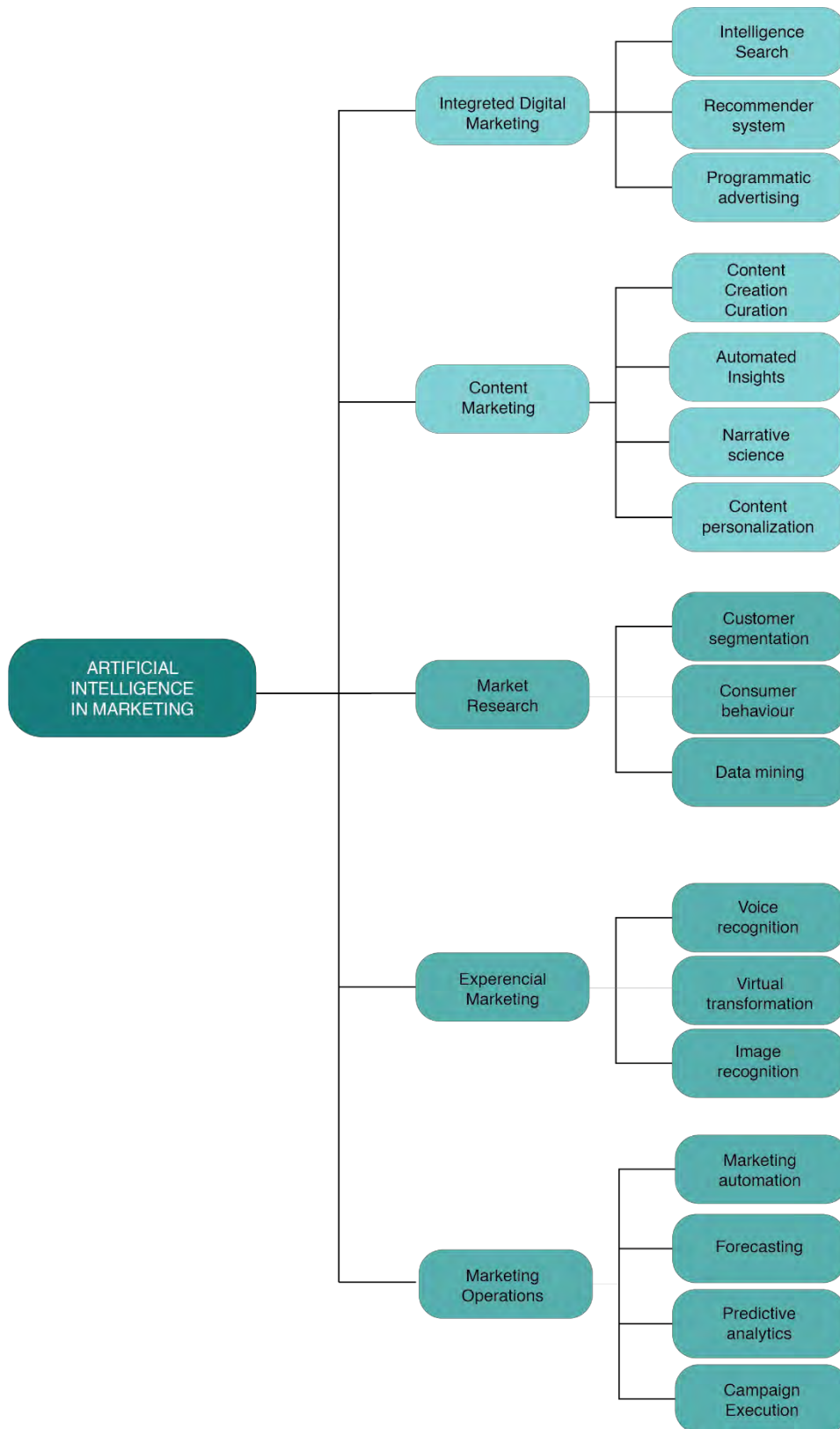
the potential to enhance pricing determinations, forecast outcomes in nascent marketing landscapes, and function as decision support and expert systems.

3. *Tactics*: Presently, AI technologies are experiencing widespread utilization in the formulation of marketing mixes and the development of integrated marketing campaigns. The predominant deployment of these technologies is observed in the domain of digital marketing, where numerous AI-driven solutions have been effectively employed for several years. There are numerous application domains, encompassing diverse functionalities such as campaign automation, personalization, advanced targeting and retargeting, programmatic sampling, media buying, as well as the anticipation of purchases and sales, along with the establishment of recommendation systems. Moreover, marketing analytics tools are instrumental in this phase of the marketing process, leveraging the insights derived from these tools for immediate campaign optimization, retargeting efforts, and the formulation of personalized pricing and content strategies. Notably, AI solutions have the potential to facilitate creativity and the initiation of new product development by offering data-driven recommendations and viable options for additional consideration. While recommendation systems founded on machine learning models have traditionally been employed to comprehend consumer behaviour, the proposition is made that analogous algorithms can be employed to cultivate "creative" AI systems, thereby supporting the processes of content creation and curation
  
4. *Customer relations*: AI solutions in this stage are notably associated with the deployment of chatbots designed for consumer interaction, as well as other automated systems dedicated to customer relationship management. Chatbots are increasingly pervasive across various domains of customer service and CRM (Customer relation Management), and a foreseeable escalation in the adoption of such AI-driven solutions by companies is anticipated. Moreover, certain investigations propose that AI in customer relationship management can extend its utility to the development of predictive models of customer turnover. This entails the identification of customers who may potentially discontinue their association with the company.

5. *Value proposition:* AI holds potential for the quantitative assessment of brand evaluation, leveraging diverse brand attributes. Moreover, the comprehensive customer journey lifecycle, spanning from initial brand awareness to the establishment of loyalty and brand equity, can be strengthened through the strategic application of artificial intelligence. The deployment of AI-based solutions, including Chatbots, Recommenders, Virtual Assistance, and Interactive Voice Recognition (IVR), offers substantive support to companies in enhancing awareness, CRM, and overall endeavours directed at customer retention and loyalty.

### **3.3.2 Considerations of the utilisation of AI in marketing organized by functional topics**

From the analysed literature it emerged that the application of AI is advantageous for companies. For this reason, it has become imperative for companies to understand the strategies for applying AI in their processes. To better understand the use of AI in the Marketing sector, some considerations will be carried out organized by functional topics.



*Fig. 23 Representation of tools and topics of the application of AI in Marketing<sup>229</sup>*

<sup>229</sup> Cfr. Chintalapati et al. (2022), p. 15

## **Integrated digital marketing**

Social media has emerged as the predominant channel within the sphere of digital marketing, necessitating digital marketers to progressively utilize transformative marketing strategies. For that purpose, trained model now is used for the real-time analysis, projection, interpretation of social media data, examination, and illustration of the pathways to attain the highest level of audience engagement. Intelligent algorithms are employed to delve deeper into the automated marketing, investigating the influence of cognitive technologies on augmenting customer experiences within e-commerce systems, consumer service industries, and educational programs. Additionally, the exploration encompasses an examination of how multichannel AI systems can contribute to the establishment of a streamlined and intelligent technology stack, thereby empowering marketers to allocate more time and resources to the development of brand identity and messaging, while alleviating the burdens associated with operational technological aspects.<sup>230</sup>

Informed by historical data, AI can discern the content with the highest likelihood of re-engaging customers on a website. AI proficiently recognizes individuals who are prone to unsubscribe from particular services, undertaking an analysis of common attributes shared by such unsubscribes. The insights derived from these analyses empower marketers to strategize future campaigns and adopt practices aimed at fostering customer retention.<sup>231</sup> Furthermore, AI finds application in price management, facilitating swift adaptation by enterprises to dynamically evolving pricing scenarios within the e-commerce domain.<sup>232</sup> In periods of heightened demand and purchasing activity, AI has the potential to enhance stock control, organically dissuading customers from acquiring quantities beyond reasonable limits and optimizing revenue for the organization. Given the distinctive nature of dynamic pricing and demand forecasting requirements across companies, a tailored solution, whether developed by an in-house team or an external vendor, stands as the optimal approach for designing a system capable of aligning with specific objectives. The suitability of such a solution depends on the characteristics of operational activities and the demographic profiles of the clientele being served. AI is also commonly utilized in the realm of digital advertising to optimize outcomes, operating

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<sup>230</sup> Cfr. Chintalapati et al. (2022), p. 23

<sup>231</sup> Cfr. Haleem et al. (2022), p. 2

<sup>232</sup> Cfr. Verma & Kenji et al. (2021) cited in Ameen et al. (2022), p. 11

seamlessly across diverse platforms such as Facebook, Google, and Instagram to provide expertly tailored content. The delivery of targeted advertisements is facilitated through the analysis of user information, encompassing parameters such as gender, age, interests, and various other factors. Marketers leverage AI technology not only to discern microtrends but also to anticipate emerging trends, enabling informed and strategic decision-making. As a result, businesses can mitigate digital advertising inefficiencies, ensuring a maximization of returns on investment.<sup>233</sup>

### *Recommender Systems*

The Recommender System (RS) involves capturing the cognitive inclinations of the consumers' mind and the representation their preferences. AI facilitate the provision of pertinent and personalized recommendations to customers, helping them in the identification of more fitting products and services. Thereby enhancing the likelihood of satisfaction.<sup>234</sup> For example, it contributes to the enhancement of the customer experience by delivering offers that are not only more precise but also personalized.<sup>235</sup> In practical terms, RS serve to optimize search outcomes, propose supplementary products within e-commerce platforms, and influence communication strategies on social media platforms. Moreover, the recommendations offered may be subject to external variables such as the prevailing season, time of day, holidays, and so on.<sup>236</sup>

The successful implementation of Recommendation Systems by a brand contributes positively to Consumer-Brand Relationships.<sup>237</sup> Indeed, the raising desire of personalization underscores the significance of cultivating individual connections with consumers, which is met by companies using AI and RS. Through the provision of personalized recommendations, brands can augment convenience and streamline the consumer experience by mitigating search costs.<sup>238</sup> The potential of personalization to elevate customer satisfaction is substantial, as the integration of AI empowers brands to surpass existing initiatives in tailoring offerings without the limitations posed by managing extensive datasets.<sup>239</sup> Moreover, furnishing personalized recommendations,

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<sup>233</sup> Cfr. Rana et al (2021), p. 4

<sup>234</sup> Cfr. Agersborg et al. (2020), p. 12

<sup>235</sup> Cfr. Dadoun et al. (2021) cited in Rana et al (2021), p. 14

<sup>236</sup> Cfr. Portugal et al. (2018) cited in Agersborg et al. (2020), p. 13

<sup>237</sup> Cfr. West et al. (2018) cited in Agersborg et al. (2020), p. 13

<sup>238</sup> Cfr. Ali et al. (2016) and Quentin et al. (2018) cited in Agersborg et al. (2020), p. 13

<sup>239</sup> Cfr. Kumar et al. (2019)

allows brands to reduce the search-costs, therefore, enhancing convenience and optimizing the digital consumer experience. However, there is an inherent challenge associated with RS, which is the uncertainty of predicting shifts in customer preferences and consumer behaviour, given that algorithms rely on the analysis of consumers' historical and current actions to derive insights.<sup>240</sup> Algorithms primarily forecast consumers' prevailing tastes and personalities, thereby potentially overlooking the dynamic nature of personality and preferences over the course of a lifetime.<sup>241</sup>

In summary, Brands can also improve their Communication, Consumer Brand Relationship and Awareness using Intelligent Advertisement, which provide personalized and relevant content. All by employing AI technologies to dynamically predict consumers' real-time behavioural patterns, interests, advertisement preferences, and specific touchpoints.<sup>242</sup>

### *Conversion Rate Optimisation (CRO)*

Conversion Rate Optimisation (CRO) specifically focuses on optimizing the user experience and website elements to increase the percentage of visitors who take a desired action, such as making a purchase or filling out a form.

Since for business it is crucial to transform website visitors from passive browsers to active participants, engaging in desired actions such as completing a purchase or registering<sup>243</sup>, implementing AI into the CRO process represents an enormous opportunity. AI's capacity to derive insights from vast datasets contributes to augmenting the coherence and fulfilment of brand commitments. It allows assessing and analysing numerous website designs in real-time, to choose and provide the version that meets the customer needs and creates satisfaction. Hence, enhancing the online user experience and CRO.

## **1. Content marketing**

Content marketing has become one of the most important and influential component of marketing strategies. Notably, the creation and curation of content have experienced

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<sup>240</sup> Cfr. Davenport et al. (2019) cited in Agersborg et al. (2020), p.13

<sup>241</sup> Cfr. Quentin et al. (2018) cited in Agersborg et al. (2020), p.13

<sup>242</sup> Li (2019) cited in Agersborg et al. (2020), p.12

<sup>243</sup> Miikkulainen et al. (2018) cited in Agersborg et al. (2020), p.13

substantial advancements through the adoption of marketing techniques powered by AI.<sup>244</sup> This is also due to a discernible rise in the demand for content personalization, as underscored by Ahmad<sup>245</sup>. The adoption of AI-powered marketing techniques contributes to a reduction in time expenditures and enhance personalization.<sup>246</sup> There is a rising use of gen AI which helps markets to create several types of content, such as texts, images, audio and so on, using training data.<sup>247</sup> Moreover, according to some scholars, AI has the potential to surpass the expertise of human professionals in creative markets, as exemplified by its efficacy in the domain of logo design.<sup>248</sup>

With the advent of AI, brands have the capacity to leverage advanced technologies for crafting impactful brand elements<sup>249</sup> or employ AI methodologies to assess consumers' perceptions of a newly designed or redesigned logo.<sup>250</sup> Notably, on social media platforms, instances of consumers featuring brand logos or signage in their photos signify manifestations of brand loyalty, advocacy, affection, and positive word-of-mouth.<sup>251</sup> AI techniques, such as machine learning algorithms and artificial neural networks, contribute to the comprehension of the reasons prompting consumers to engage with brand profiles, seeking the brand's attention, and exhibiting loyalty to the brand.<sup>252</sup> Organizations are compelled to comprehend and fulfil the requirements and anticipations of their clientele. AI in marketing aids enterprises in discerning their target audience, enabling the provision of a more individualized experience for each customer. The integration of AI significantly enhances conversion management solutions, allowing marketers to compare sophisticated inbound communication against conventional metrics to address complex strategic inquiries. As consumer expectations evolve alongside technological progress, there is a burgeoning interest in delivering highly personalized and customized experiences with optimal efficiency, particularly within the realms of ecommerce, retail, and enterprise sectors. Moreover, efficient customer targeting, and outreach can be achieved by aggregating data pertaining to their purchase history and social media activities.<sup>253</sup>

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<sup>244</sup> Cfr. Chintalapati et al. (2022), p. 13

<sup>245</sup> Cfr. Ahmad (2018) cited in Chintalapati et al. (2022), p. 13

<sup>246</sup> Cfr. Chintalapati et al. (2022), p. 23

<sup>247</sup> Cfr. Deveau et al. (2023), p. 3

<sup>248</sup> Cfr. Ameen et al. (2022), p.13

<sup>249</sup> Cfr. Dew et al. (2022) cited in Deryl et al. (2023), p. 3

<sup>250</sup> Cfr. Capatina et al. (2020) cited in Deryl et al. (2023), p. 3

<sup>251</sup> Cfr. Varsha et al. (2021) cited in Deryl et al. (2023), p. 3

<sup>252</sup> Cfr. Kapidzic (2013) and Skotis et al. (2023) cited in Deryl et al. (2023), p. 3

<sup>253</sup> Cfr. Rana et al (2021), p. 4



## *Personalization*

AI constitutes a formidable instrument for personality segmentation, serving a dual purpose by contributing not only to market research endeavours but also to investigations within the domain of marketing research.<sup>254</sup>

ML can scrutinize extensive datasets, encompassing millions of data points related to individual customers. This analytical prowess enables ML algorithms to discern optimal times and days of the week for customer contact, recommend suitable communication frequencies, identify the content that most captivates their interest, and determine which email topics and headers yield the highest engagement. Predictive models, a prominent application in various domains, including marketing, facilitate the anticipation of the likelihood of a prospective customer converting into a client. Additionally, these models provide insights into factors such as the requisite price point for customer conversion and the likelihood of certain customers engaging in multiple purchases. Tools driven by AI can aid in the acquisition of data, constructing predictive models, and subsequently testing and validating those models with real customers. The utilization of AI-powered churn prediction facilitates the examination of omnichannel events and the discernment of diminishing consumer engagement. This approach enables the delivery of pertinent offers, push notifications, and emails to sustain user engagement. The integration of AI-powered churn prediction with personalized content creation yields heightened customer engagement, thereby contributing to increased lifetime value and revenue.<sup>255</sup>

Therefore, Brands can expeditiously and effortlessly furnish tailored content of significant value to diverse client profiles across various stages of the marketing funnel and across multiple channels. Leveraging historical data, artificial intelligence (AI) facilitates marketing teams in executing needs-based analyses. Utilizing AI enables marketers to delve deeper into consumer insights, enhancing their comprehension of how to effectively categorize and guide customers through subsequent stages in their journey, thereby optimizing the overall customer experience. Through meticulous scrutiny of consumer data, marketers can elevate return on investment (ROI) by avoiding expenditures on ineffective strategies and gaining a comprehensive understanding of genuine consumer preferences. Additionally, this approach mitigates the risk of

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<sup>254</sup> Cfr. Haleem et al. (2022), p. 2

<sup>255</sup> Cfr. Rana et al (2021), p. 4

expending resources on unproductive advertising endeavours that may potentially irritates consumers. For example, organizations are leveraging the capabilities of AI to individualize marketing email content by tailoring it to consumer preferences and behaviours. This strategic utilization aims to enhance consumer engagement and effectively influence them towards conversion or purchase decisions.<sup>256</sup>

It is important to bear in mind that the creative and innovative marketing strategies that are highly tailored and human-centred experiences, thanks to AI, frequently captivate customers, fostering enthusiastic brand advocacy. Furthermore, interaction designs can be enhanced with AI technology, affording control over consumer micro-moments.<sup>257</sup> Undoubtedly, AI will aid marketers in integrating advanced technology with human ingenuity to discern, comprehend, and engage with contemporary customers at an individual level through hyper-personalized, pertinent, and timely messaging.<sup>258</sup>

## **2. Experiential marketing**

Consumer-brand relationships (CBR) encompass six fundamental components, as delineated by Fournier<sup>259</sup>: partner quality, intimacy, behavioural interdependence, personal commitment, self-concept connections, and love. Fournier's seminal study introduced these dimensions within the framework of the Brand Relationship Quality Model (BRQ Model). The significance of CBR lies in its profound impact on a brand's longevity and success within the marketplace, contributing to the augmentation of the brand's reputation, the cultivation of a devoted customer base, and resilience in a fiercely competitive business environment.<sup>260</sup>

In the contemporary era brand practitioners aspire to harness the conversational capabilities of AI agents such as chatbots, digital avatars, virtual assistants, and physically embodied robots to cultivate enduring CBR. The personalized dialogues and expeditious customer service delivered by AI-driven conversational agents play a pivotal role in shaping positive consumer perceptions and fulfilling their needs. Consequently, these effective social interactions contribute to the fortification of brand relationships, fostering

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<sup>256</sup> Cfr. Haleem et al. (2022), p. 2

<sup>257</sup> Cfr. Rana et al (2021), p. 4

<sup>258</sup> Cfr. Rana et al (2021), p.4

<sup>259</sup> Cfr. Fournier (1998) cited in Deryl et al. (2023), p. 3

<sup>260</sup> Cfr. Sweeney & Chew (2002) cited in Deryl et al. (2023), p. 3

heightened purchase intention among loyal consumers.<sup>261</sup> The quality of AI services emerges as a critical factor influencing the dynamics between brands and consumers. Adept AI services, characterized by reliability, speed, and customization, directly enhance consumer perceptions of the brand, thereby establishing a robust bond. The quality of consumer-brand relationships, in turn, plays a pivotal role in sustaining brand engagement and visibility. Trust serves as a moderating factor, while psychological barriers and doubts regarding product usage mediate the relationship between anthropomorphic AI assistants and CBR.<sup>262</sup> Consequently, automated AI agents play a supportive role for brands by leveraging programmed predictive capabilities to personalize interactions and provide gratifying experiences for consumers.<sup>263</sup> It is important to acknowledge that tailored content and offerings of an exceptionally personalized nature may be derived from an individual customer's behavioural patterns, persona, and historical purchase data.<sup>264</sup>

From the literary review has emerged that the primary focus of research regarding experiential marketing has been directed towards the exploration of voice, VR, chatbots, and the implications associated with image recognition. The increasing advantages afforded by artificial intelligence empower organizations and redefine the marketing landscape to deliver an enhanced experience.<sup>265</sup> Within the domain of experiential marketing and advertising, various AI-enabled tools capable of iterative learning through the continuous collection and analysis of data derived from customer interactions are currently employed. These tools encompass voice assistants such as Google Assistant, iPhone Siri, Amazon Echo, and the Sephora voice-enabled chatbot.<sup>266</sup> Moreover, within service contexts, robotic entities are employed for customer interaction, extending to tasks such as greeting and engagement, as delineated by Huang and Rust.<sup>267</sup>

AI facilitates the provision of accessible customer support, offering clients intelligent, uncomplicated, and convenient assistance at various stages of their journey. This capability is imperative for fostering a seamless and optimal consumer experience. The capacity just mentioned of AI to analyse data effectively, enabling the anticipation of purchasing patterns and decisions of the target consumer group, enhance the user

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<sup>261</sup> Cfr. Lin & Wu, (2023) cited in Deryl et al. (2023), p. 3

<sup>262</sup> Cfr. Jham et al. (2023) cited in Deryl et al. (2023), p. 3

<sup>263</sup> Cfr. Deryl et al. (2023), p. 3

<sup>264</sup> Cfr. Deveau et al. (2023), p. 4

<sup>265</sup> Cfr. Rana et al (2021), p. 4

<sup>266</sup> Cfr. Chintalapati and Pandey (2022) cited in Ameen et al. (2022), p. 11

<sup>267</sup> Cfr. Huang and Rust (2018) cited in Ameen et al. (2022), p. 11

experience by presenting the audience with offerings aligned with their genuine needs. In fact, businesses and their marketing departments are progressively adopting intelligent technology solutions to enhance operational efficiency and optimize consumer experiences. The utilization of these platforms enables marketers to attain a more nuanced and comprehensive understanding of their target consumers. The data derived from this strategic approach can subsequently be leveraged to augment conversion rates while simultaneously minimizing the efforts expended by marketing staff, facilitating effective client interaction.<sup>268</sup>

### *Chatbot*

Cheng and Jiang<sup>269</sup> underscore the indirect impact of chatbot marketing initiatives on CBR, emphasizing consumer considerations of interaction quality, information accessibility, availability, and personalization capabilities.

AI chatbots possess the capability to autonomously derive customer experiences through engaging in narrative dialogues utilizing preprogrammed algorithms. Specifically, they allow the implementation of hyper-personalized communication and contextual chatbot support, along with the provision of real-time negotiation guidance and predictive insights.<sup>270</sup> Serving as an innovative interaction mechanism, chatbots offer companies the opportunity to shape customer value creation by establishing touchpoints within the domain of online marketing.<sup>271</sup> Indeed, AI expedite and provide precise resolutions to customer inquiries. Moreover, given the heightened competition among online platforms, there is an emphasis on prioritizing customer convenience and delivering personalized attention.

The relationship between chatbot usability and customer experience is further influenced by the personality of the customer.<sup>272</sup> Furthermore, according to Chung<sup>273</sup>, chatbots provide a distinctive means to deliver convenience and customer support during the customer journey. Indeed, Chatbots play a pivotal role in initiating online interactions,

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<sup>268</sup> Cfr. Rana et al (2021), p. 4

<sup>269</sup> Cfr. Cheng and Jiang (2021) cited in Rana et al (2021), p. 9

<sup>270</sup> Cfr. Deveau et al. (2023), p. 5

<sup>271</sup> Cfr. Riikinen et al. (2018); Kautish et al. (2021) cited in Rana et al (2021), p. 4

<sup>272</sup> Cfr. Jimenez-Barreto et al. (2021) cited in Rana et al (2021), p. 7

<sup>273</sup> Cfr. Chung et al. (2020) cited in Rana et al (2021), p. 7

shaping the initial brand impression for customers, and fostering engagement.<sup>274</sup> The research conducted by Kull et al. indicates that conversations initiated by chatbots contribute to the enhancement of brand awareness. Furthermore, the utilization of AI presents an avenue for marketers to address the challenge of comprehending customer experiences in a cost-effective manner. For example, LEGO provides customers with the capability to select an appropriate gift through their chatbot named "Ralph." Once identified the right product, the link seamlessly incorporates the chosen item into Lego's website shopping cart, facilitating the purchasing process.

### *Virtual Reality (VR) and Augmented Reality (AR)*

Marketers are seeking increasingly innovative strategies for cultivating a positive customer perception and attitude toward the brand. Through the Virtual Reality (VR), customers can access an interactive 360-degree view, contributing to an enhanced visiting experience, facilitating customer engagement, and fostering a positive mindset toward the brand. Positioned as a brand interface, VR aims to optimize strategic customer outcomes and yield benefits in the dimension of social interactions.<sup>275</sup> Instead, Augmented Reality (AR) denotes the seamless integration of digital information into the user's immediate surroundings in real-time. Divergent from Virtual Reality (VR), which fabricates a wholly artificial environment, AR enables users to engage with their authentic surroundings while concurrently overlaying perceptual information generated by digital means. The assessment of AR interactivity and vividness is contingent upon considerations of ease of use, utility, and enjoyment. According to the findings of McLean and Wilson<sup>276</sup>, a positive perception of AR attributes significantly influences brand engagement, particularly within the context of AR mobile applications. This augmented reality-mediated brand engagement correlates with an enhanced satisfaction in the overall app experience.<sup>277</sup> AR functionality enables users to incorporate digital elements into their virtual environment.<sup>278</sup> Marketers are tasked with the nuanced integration of artificial intelligence (AI) and human intelligence to orchestrate a seamless end-to-end customer experience. This integration involves harmonizing computer programs with the cognitive

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<sup>274</sup> Cfr. Kull et al. (2021) cited in Rana et al (2021), p. 9

<sup>275</sup> Cfr. Regt et al. (2021) cited in Rana et al (2021), p. 11

<sup>276</sup> Cfr. McLean and Wilson (2019) cited in Rana et al (2021), p. 11

<sup>277</sup> Cfr. McLean and Wilson (2019) and Bellis and Johar (2020) cited in Rana et al (2021), p. 11

<sup>278</sup> Cfr. Rauschnabel et al. (2019) cited in Rana et al (2021), p. 11

abilities of human service agents, thereby enabling marketers to address customer grievances with heightened efficiency.<sup>279</sup> Finally, it is important to consider that brand engagement revolves around novelty and interactivity, shaped by the perceived ease of use, utility, and customer enjoyment.

#### *Automated customer service*

Customer service is widely acknowledged as a fundamental element within organizational frameworks, as it is playing a crucial role in shaping customer satisfaction and nurturing loyalty.<sup>280</sup> The adoption of Automated Customer Service creates new prospects for brands to effectively meet and fulfil customer needs, ensuring the provision of personalized services at any time and location.<sup>281</sup> It has the capacity to provide for information and to respond to customer needs and inquiries in real time. If Automated Customer Service meets and effectively fulfils the customers' requirements, it can improve their perception and attitude towards the brand.<sup>282</sup>

### **3. Marketing operations**

In the domain of marketing operation, researchers have mainly focused on the analysis of direct marketing through the application of support vector data description, AI-driven marketing automation, sales forecasting, marketing strategy and decision-making methods.

#### *Predictive AI*

The contemporary landscape of marketing observes a growing adoption of artificial intelligence (AI)-based predictive algorithms to monitor and anticipate forthcoming consumer purchasing behaviours. This trend aims to enhance personalized experiences and customer engagement, while iteratively refining the customer value proposition through the utilization of AI-driven data for the generation of tailored product and service recommendations.<sup>283</sup> AI applied to the forecasting activities in marketing demonstrates a

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<sup>279</sup> Cfr. Sands et al. (2021) in Rana et al (2021), p. 11

<sup>280</sup> Cfr. Følstad et al. (2018) and West et al. (2018) cited in Agersborg et al. (2020), p. 11

<sup>281</sup> Cfr. Chung et al. (2018) cited in Agersborg et al. (2020), p. 11

<sup>282</sup> Cfr. cited in Agersborg et al. (2020), p. 18

<sup>283</sup> Cfr. Kumar et al. (2019) cited in Chintalapati et al. (2022), p. 24

robust capacity to accurately anticipate and forecast future performance outcomes, predicated on a diverse array of parameters.<sup>284</sup>

### *Decision and strategy making*

The integration of artificial intelligence into strategic formulation signifies a transformative shift in contemporary business methodologies. AI assumes a pivotal role in augmenting strategic decision-making processes across diverse industries. Through the utilization of machine learning algorithms and advanced analytics, organizations gain the capacity to analyse extensive and intricate datasets, thereby extracting valuable insights. These insights, in turn, foster a more enlightened and data-centric approach to the development of business strategies. Moreover, AI facilitates the automation of decision-making processes, optimizing routine tasks and liberating human resources for concentrated efforts on the intricate and creative dimensions of strategy development. This synergistic collaboration between human expertise and AI-driven analysis engenders a more comprehensive and efficacious strategic planning process. One of major utilization of AI in marketing practices pertains to the formulation of decisions associated with diverse strategies for personalized engagement marketing. This influence extends significantly to the daily behavioural patterns of individual consumers.<sup>285</sup> As we already saw, the insights acquired by AI constitute valuable assets for organizations, facilitating a nuanced understanding of their consumers and the formulation of decisions centred around the customer. AI contributes to external market intelligence through the analysis of extensive content across internet platforms, including social media and blogs. Therefore, marketers can expeditiously construct consumer personas by leveraging billions of data points derived from AI systems, encompassing on-site interactions, regional preferences, purchasing behaviours, prior interactions/communications, referral sources, and various other factors.

### *Improved marketing automation tool*

AI serves as a valuable asset for marketers in promptly discerning qualified leads, formulating improved nurturing strategies, and creating pertinent content when incorporated into marketing automation tools. Notably, dynamic content emails,

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<sup>284</sup> Cfr. Haleem et al. (2022), p. 4

<sup>285</sup> Cfr. Ljepava (2022), p. 4

particularly personalized one-on-one communications, prove highly efficacious by employing contextual emails to amplify the brand's messaging while also tailoring the content to the specific interests of subscribers. Dynamic content strategies ensure the ongoing relevance of emails to subscribers, contingent upon factors such as geo-locations, psychographics, behavioural data, and insights.<sup>286</sup>

### *Sales Forecasting*

Sales forecasting through the utilization of artificial intelligence encompasses the application of advanced techniques and algorithms to anticipate forthcoming sales performance. This predictive process relies on the analysis of historical data, examination of market trends, and consideration of diverse factors. The integration of artificial intelligence in sales forecasting offers a substantial improvement in accuracy when juxtaposed with conventional methods. This improvement is attributed to the AI's capability to rapidly process extensive datasets and discern intricate patterns that may pose challenges for human analysts.

### *Dynamic Pricing*

By implementing real-time price adjustments, through Dynamic Pricing, to incentivize consumers to complete their purchases, AI enables brands to automatically modify prices according to data pertaining to demand and consumer behaviour.

## **4. Market research**

The application AI in marketing research emerges as very promising and finds purpose in different analysis made by marketers. One of the most common uses is to use AI to analyse conversational patterns in social media, to understand users' opinions and preferences. Tools powered by AI possess the capability to produce insights and deliver solutions, presenting them in a format enriched with multimedia elements encompassing text, images, and video. Ma and Sun<sup>287</sup> characterized this novel marketing environment as an intricate domain that surpasses the intuitive comprehension and capacities of human

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<sup>286</sup> Cfr. Rana et al (2021), p. 4

<sup>287</sup> Cfr. Ma and Sun (2020) Ameen et al. (2022) cited in p. 11



analysts, thereby necessitating the implementation of automation and real-time optimization.

The application AI in marketing research emerges as very promising and finds purpose in different analysis made by marketers. Academic exploration within the domain of market research have concentrated on comprehending consumer behaviour and its segmentation.<sup>288</sup> Instead, one of the most common uses is to use AI to analyse conversational patterns in social media (social listening, to understand users' opinions and preferences. Involving the monitoring of social media dialogues and the identification of pertinent discussions and visual content. Tools powered by AI possess the capability to produce insights and deliver solutions, presenting them in a format enriched with multimedia elements encompassing text, images, and video. Ma and Sun<sup>126</sup> characterized this novel marketing environment as an intricate domain that surpasses the intuitive comprehension and capacities of human analysts, thereby necessitating the implementation of automation and real-time optimization.<sup>289</sup>

According to Campbell et al.<sup>290</sup>, the Service Interaction Space (SIS) theory, when applied to service interactions assisted by artificial intelligence (AI), utilizes Natural Language Processing (NLP) for conversation analysis. This application aids in the identification of indicators of customer agitation and frustration. Upon detection, the system promptly notifies human service agents, offering real-time suggestions to enhance alignment with the customer. The SIS framework underscores the interplay between interfaces and interactions within the context of customer engagement. It posits that trust and perceived sacrifice function as pivotal mediators in the relationship between AI-enhanced customer experiences and other personalization factors, including convenience, quality of AI service, and commitment to relationship.

Therefore, AI has the potential to enhance a company's value proposition by strategically addressing customers' preferences in the provision of goods and services. This, in turn, has the capacity to elevate customer satisfaction levels, foster increased customer retention, and optimize the progression of customers through the sales funnel, thereby achieving greater efficiency and success in the sales process.<sup>291</sup>

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<sup>288</sup> Cfr. Chintalapati et al. (2022), p. 14

<sup>289</sup> Cfr. Ameen et al. (2022), p. 11

<sup>290</sup> Cfr. Campbell et al. (2020) cited in Rana et al (2021), p. 13

<sup>291</sup> Cfr. Ljepava (2022), p. 4

## Customer Behaviour

AI can be used by marketers to comprehend consumer behaviour, actions, and indicators, enabling the precise customization of approaches to individuals in a timely and efficacious manner. When integrated with marketing automation, AI facilitates the analysis and transformation of massive amounts of market data into informed decisions, meaningful interactions, and consequential impacts on organizational outcomes. AI in marketing contributes to data acquisition, the extraction of consumer insights, anticipation of customers' subsequent actions, and the formulation of automated decisions in marketing processes.<sup>292</sup>

## Customer Segmentation

Customer Segmentation is imperative when analysing customer behaviour and formulating Brand Management strategies, especially in Brand positioning and the differentiation.<sup>293</sup> Employing AI algorithms in Customer Segmentation Systems employing AI algorithms play a pivotal role in discerning patterns and inherent groupings within expansive datasets.<sup>294</sup> This analytical approach facilitates the identification of customer clusters characterized by distinct customer profiles, thereby affording a more refined segmentation. This, in turn, enables brands to precision-target the appropriate customer demographic with tailored brand communication strategies, thereby enhancing brand awareness within the pertinent segment.<sup>295</sup>

In conjunction with advanced "next tech" innovations, including virtual and augmented reality, companies are poised to enhance their ability to target customers with more authentic and visually immersive offerings in the future. Furthermore, the integration of biometrics and facial recognition technologies has the potential to facilitate real-world personalization of offerings by identifying individual customers. This enables the provision of customized products or services through the predictive capabilities of AI-enabled algorithms.<sup>296</sup>

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<sup>292</sup> Cfr. Rana et al (2021), p. 4

<sup>293</sup> Cfr. Chen et al. (2018) and Hassan & Craft (2012) cited in Agersborg et al. (2020), p. 13

<sup>294</sup> Cfr. Tsiptsis & Chorianopoulos (2011) cited in Agersborg et al. (2020), p. 13

<sup>295</sup> Cfr. Witschel et al. (2015) and Doyle (2016) cited in Agersborg et al. (2020), p. 13

<sup>296</sup> Cfr. Lee, et al. (2020) and Wisetsri, (2021) cited in Ljepava (2022), p. 4

## Propensity Modelling

By scrutinizing extensive datasets, AI technology can quantify and assess various attributes, including a customer's lifetime value, likelihood of re-engagement, and the propensity for churn. AI technology, through the analysis of extensive datasets, possesses the capability to measure and assess various attributes such as a customer's lifetime value, likelihood of re-engagement, and propensity to churn. Notably, propensity modelling plays a crucial role in strategic purpose in customer retention efforts, by identifying early indicators of potential customer attrition.<sup>297</sup> This proactive identification, enables companies to take preventative measures to mitigate the occurrence of customer losses.<sup>298</sup>

### **3.3.3 Exploring the Dynamics of Multiple Ai Intelligences Applied to main Strategic Marketing Stages<sup>299</sup>**

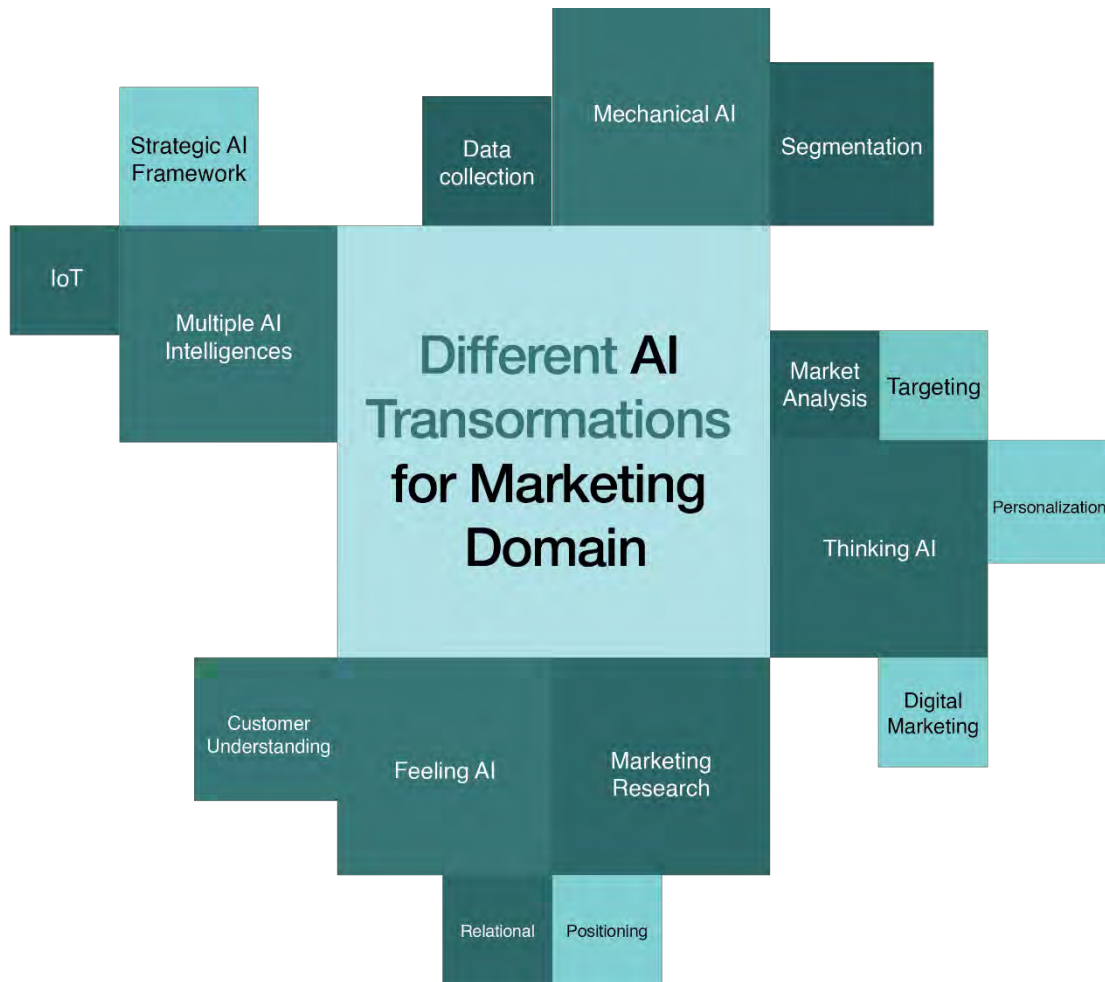
As previously observed, several AI-driven transformations have significantly enhanced the efficacy and impressiveness of the marketing sector. Figure 24 illustrates the diverse applications of AI in addressing various marketing challenges within the context of today's competitive and advanced advertising landscape. Moreover, inputs such as comprehensive data collection, in-depth market analysis, AI-driven digitalization strategies, nuanced customer understanding, and thorough market research and requirement finalization contribute as additional components in the implementation of AI to manage strategic marketing tactics.

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<sup>297</sup> Cfr. Law (2016) cited in Agersborg et al. (2020), p. 4

<sup>298</sup> Cfr. Vafeiadis et al. (2015) cited in Agersborg et al. (2020), p. 4

<sup>299</sup> Unless otherwise mentioned cfr. Huang et al. (2021)

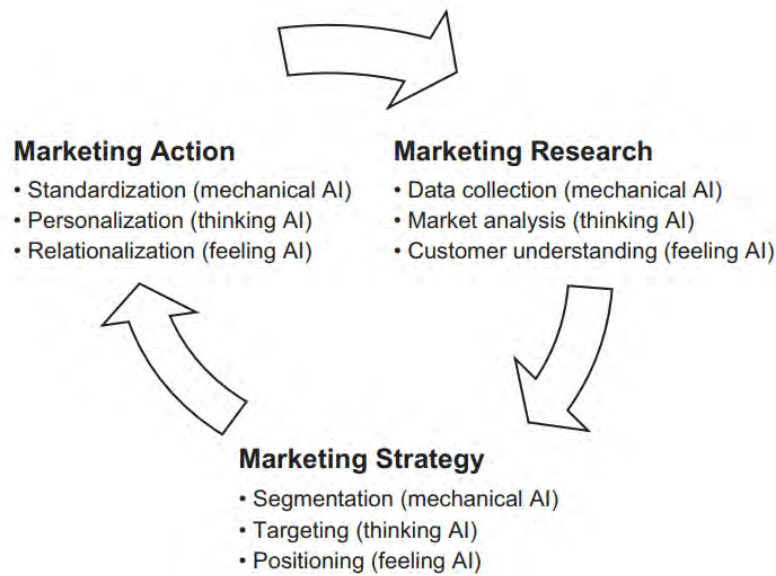


*Fig. 24 Artificial Intelligence Innovations for Marketing sectors<sup>300</sup>*

Moreover, figure 25 delineates the pivotal roles of artificial intelligence (AI) across the spectrum of strategic marketing phases. It delineates the availability of various AI intelligences, namely mechanical, cognitive, and affective<sup>301</sup>, that marketers can employ, as expounded in the seminal work of Huang et al.

<sup>300</sup> Cfr. Haleem et al. (2022), p. 5

<sup>301</sup> Cfr. Huang et al. (2021), p. 2



**Fig. 25** Artificial Intelligence and Strategic Decision-Making in Marketing<sup>302</sup>

Individual AI intelligences confer distinct advantages: mechanical AI excels in standardization, cognitive AI proves effective for personalization, and affective AI is well-suited for relationship-building.<sup>303</sup>

### Benefits of Multiple AI intelligences

Each AI intelligence offers unique advantages:

- *Mechanical AI* excels in standardization by ensuring consistency, thinking AI proves valuable for personalization through pattern recognition in data, and feeling AI is adept at for relationship-building by recognizing and responding to emotion.<sup>304</sup> The standardization benefits of mechanical AI derive from its inherent capacity for consistency, leading to the generation of standardized, reliable outcomes across various applications.
- *Thinking AI*, with its proficiency in recognizing patterns from data, particularly in areas such as text mining, speech recognition, and facial recognition, contributes to personalization. Marketing functions seeking personalized outcomes should carefully consider the application of thinking AI.

<sup>302</sup> Cfr. Huang et al. (2021), p. 2

<sup>303</sup> Cfr. Huang and Rust (2020) cited in Huang et al. (2021), p. 2

<sup>304</sup> Cfr. Huang and Rust (2020) cited in Huang et al. (2021), p. 2

- Feeling AI is specialized in relationship-building by personalizing relationships, demonstrates a unique capability to recognize and respond to emotions. Activities within marketing that necessitate interaction and communication for relational benefits, such as customer service in cases where customer lifetime value is high, stand to gain from feeling AI. The broad spectrum of marketing functions involving emotions, such as customer satisfaction, handling complaints, and addressing customer moods, along with emotions in advertising, can leverage feeling AI for enhanced effectiveness.<sup>305</sup>

### **The framework for strategic AI**

In accordance with the research, a three-stage strategic framework has been proposed for incorporating AI into marketing, utilizing the three distinct AI intelligences and their respective advantages, as illustrated in figure 25. During the marketing research stage, AI plays a role in gathering market intelligence. This involves employing mechanical AI for data collection, thinking AI for market analysis, and feeling AI for understanding customer behaviour. Moving to the marketing strategy stage, AI is deployed for critical strategic decisions pertaining to segmentation, targeting, and positioning. More specifically, mechanical AI is well-suited for uncovering novel patterns in customer preferences within unstructured data, thinking AI excels in recommending optimal segments to target, and feeling AI proves effective in engaging with targeted customers regarding the product. In the subsequent marketing action stage, AI is leveraged for the benefits of standardization, personalization, and relationship-building, either independently or synergistically. Marketers are tasked with discerning the most suitable AI intelligence or combination thereof for specific marketing actions.

#### ***Marketing Research***

In this strategic phase, the utilization of AI is delineated, with mechanical AI designated for data collection, thinking AI for market analysis, and feeling AI for comprehension of customer dynamics. Mechanical AI serves the purpose of automating the collection of diverse data, encompassing market conditions, environmental factors, firm-related

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<sup>305</sup> Cfr. Huang et al. (2021), p. 3

metrics, competitive landscapes, and customer behaviour. Thinking AI, when applied to market analysis, excels in identifying competitors within a well-defined market or exploring external options in novel markets. Its analytical capabilities extend to deriving insights concerning a product's competitive advantages, elucidating how the product can outperform competitors in meeting customer demands. Within contemporary marketing practices, predictive analytics are routinely employed to anticipate fluctuating market trends and discern customers' varied preferences. Automated text analysis finds application in consumer research, offering insights into marketing dynamics, including prediction, and understanding, as well as analysing consumer consideration heuristics. Machine learning algorithms and lexicon-based text classification contribute to the analysis of diverse social media datasets. Specific applications of these methodologies include the mapping of market structures for extensive retail assortments through the utilization of neural network language models. This is achieved by scrutinizing the co-occurrences of products within shopping baskets, as demonstrated in the work of Gabel et al.<sup>306</sup>

Concerning customer understanding, Feeling AI is employed to discern the existing and potential needs and desires of customers, encompassing aspects such as their identity, preferences, and current solutions. Moreover, in the realm of academic research, multiple studies have investigated diverse approaches for employing Feeling AI to comprehend customer behaviour. Notably, sentiment analysis of consumer expressions in social media platforms, such as online reviews and tweets, involving both explicit and implicit language and discourse patterns, serves as a valuable method for grasping consumer responses in their own linguistic context.<sup>307</sup> The interaction between conversational AI and customers can be optimized by employing analytical mapping to script appropriate response sequences, fostering a sense of "conversation" with the AI.<sup>308</sup> Understanding consumer consideration heuristics is achievable through machine learning techniques<sup>309</sup>, and identification of customer needs can be facilitated by leveraging convolutional neural network machine learning on user-generated content.<sup>310</sup>

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<sup>306</sup> Cfr. Gabel et al. (2019) cited in Huang et al. (2021), p. 4

<sup>307</sup> Cfr. Hewett et al. (2016), Humphreys and Wang (2018) and Ordenes et al. (2017) cited in Huang et al. (2021), p. 5

<sup>308</sup> Cfr. Avery and Steenburgh (2018) cited in Huang et al. (2021), p. 5

<sup>309</sup> Cfr. Dzyabura and Hauser (2011) cited in Huang et al. (2021), p. 5

<sup>310</sup> Cfr. Timoshenko and Hauser (2019) cited in Huang et al. (2021), p. 5

## *Marketing strategy and STP*

In this strategic phase, marketers have the opportunity to employ AI in pivotal strategic decisions, specifically in the domains of segmentation, targeting, and positioning (STP).<sup>311</sup> These decisions can manifest in diverse strategic approaches, such as an efficiency-focused strategy employing automated or robotic technology, a relational strategy aimed at nurturing the lifetime value of existing customers, a static personalization strategy utilizing cross-sectional big data analytics (e.g., identifying like-minded customers), or an adaptive personalization strategy relying on longitudinal customer data for dynamic personalization over time.

The chosen strategic positioning profoundly influences the STP decisions of firms.<sup>312</sup> Furthermore, a data-driven approach to STP allows for a more substantial reliance on AI to explore the possibilities within segmentation, targeting, and positioning. Generally, this strategic decision-making stage places a greater emphasis on thinking AI, given its capacity for processing data to derive novel conclusions or decisions. However, it is crucial to emphasize that the allocation of specific applications to a particular intelligence is primarily contingent upon the purpose for which an application is employed. For instance, when thinking AI becomes fully routinized, as is often the case in segmentation applications, it shares characteristics akin to mechanical AI. In such instances, it predominantly identifies patterns from data in a routine and repetitive manner, without necessarily involving the aspect of making novel decisions (e.g., segmentation but not retargeting).

### *Segmentation*

Mechanical AI, particularly through its diverse mining and grouping techniques, excels in identifying innovative patterns within data. The flexibility of AI segmentation is noteworthy, as it has the capability to disaggregate the market into segments of individual entities (i.e., each customer representing a segment) and aggregate dispersed long tails into a unified segment.<sup>313</sup>

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<sup>311</sup> Cfr. Huang et al. (2021), p. 5

<sup>312</sup> Cfr. Huang et al. (2021), p. 6

<sup>313</sup> Cfr. Huang et al. (2021), p. 9



Empirical research has illuminated the effectiveness of data mining in revealing patterns that might elude human marketers. For instance, the application of text-mining and machine learning enables the automated processing and analysis of loan requests to categorize borrowers into good customers (those likely to repay the loan) and bad customers (those unlikely to do so).<sup>314</sup> Automated text analysis and correspondence analysis have been employed in psychographic consumer segmentation within the art market (Pitt et al., 2020). Furthermore, data mining techniques have been instrumental in deriving tourist segments based on the subjective meaning of destinations to consumers, demonstrating superiority over traditional clustering methods.<sup>315</sup> Retail customers can also be intricately micro-segmented based on their preferences for personalized recommendations.<sup>316</sup>

### *Targeting*

A variety of technologies and analytical methods have been employed in the targeting phase, such as search engines utilizing keywords and browsing history to target search consumers, and social media platforms employing interests, content, and connections to target users in the social media sphere.<sup>317</sup> Recommendation engines, which can suggest potential targets for marketing managers' final decisions, and predictive modelling, aiding in the selection of the segment to target, stand out as representative AI tools for this decision-making process. Existing research underscores the utility of various thinking AI approaches in this context.

Illustrative examples include the targeting of customers through a combination of statistical and data-mining techniques<sup>318</sup>, the use of machine learning and causal forests for screening and targeting cancer outreach marketing<sup>319</sup>, the optimization of promotion targeting for new customers through diverse machine learning methods<sup>320</sup>, the identification of optimal targets for proactive churn programs based on field experimental

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<sup>314</sup> Cfr. Netzer et al. (2019) cited in. Huang et al. (2021), p. 9

<sup>315</sup> Cfr. Valls et al. (2018) cited in. Huang et al. (2021), p. 9

<sup>316</sup> Cfr. Dekimpe (2020) cited in. Huang et al. (2021), p. 9

<sup>317</sup> Cfr. Liu (2020) cited in. Huang et al. (2021), p. 9

<sup>318</sup> Cfr. Drew et al. (2001) cited in. Huang et al. (2021), p. 9

<sup>319</sup> Cfr. Chen et al. (2020) cited in. Huang et al. (2021), p. 9

<sup>320</sup> Cfr. Simester et al. (2020) cited in. Huang et al. (2021), p. 9

data using machine learning techniques<sup>321</sup>, and the profiling of digital consumers for targeting purposes using online browsing data.<sup>322</sup>

### *Positioning*

In contrast to segmentation rooted in mechanical processes and targeting informed by cognitive approaches, positioning places a greater emphasis on resonating with customers on an emotional level, often articulated through a positioning statement or slogan in promotional communication. Gali et al.<sup>323</sup> observe that slogans in top tourist destinations frequently emphasize the affective component. Successful positioning statements have the capacity to establish a distinctive presence in customers' minds, contributing to sustained success in the market. Feeling AI, particularly in the form of feeling analytics, proves well-suited for this strategic decision, aiding in the development of impactful slogans by discerning elements that evoke a response from the target audience. Notably, academic research on this specific decision is limited, highlighting a research gap regarding the application of feeling AI in crafting compelling positioning strategies.

### *Marketing action*

In this strategic phase, marketers have the capability to employ mechanical AI for the purpose of achieving standardization, thinking AI for personalization, and feeling AI for relationship-building, as outlined by Huang and Rust<sup>324</sup>. Depending on the specific benefit deemed desirable, marketers can opt to utilize individual AI intelligences or integrate multiple intelligences collectively to meet their strategic objectives.

### *Product (consumer)*

In this strategic phase, various actions encompassing product design, packaging, branding, returns, and associated customer services are undertaken. Product and branding efforts involve the creation of products, including tangible goods research and development, production, service innovation, and process improvement, as well as the establishment of a product's identity. Mechanical AI is applied for actions in product and

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<sup>321</sup> Cfr. Ascarza (2018) cited in. Huang et al. (2021), p. 9

<sup>322</sup> Cfr. Neumann et al. (2019) cited in. Huang et al. (2021), p. 9

<sup>323</sup> Cfr. Gali et al. (2017) cited in. Huang et al. (2021), p. 9

<sup>324</sup> Cfr. Huang and Rust (2020) cited in. Huang et al. (2021), p. 9

branding that benefit from standardization. For instance, brand logo design can be automated using decision-tree-like machine learning through multiple-choice questions, enabling smaller budget marketers to employ AI-assisted branding.<sup>325</sup> While enjoying the standardization benefits of mechanical AI, caution is warranted when automating product decisions related to consumers' identity, as indicated by Leung et al.<sup>326</sup>. Thinking AI finds application in product and branding actions that benefit from personalization. Marketing analytics can predict market trends for product design tailored precisely to target customers' preferences. Big data analytics inform product development to quickly adapt to consumer trends and changing preferences.<sup>327</sup> Topic modelling advances service innovation and design, and adaptive systems personalize services according to individual consumer preferences.<sup>328</sup> Deep learning is utilized for personalized point-of-interest recommendations.<sup>329</sup> Feeling AI is employed for product and branding actions benefiting from relationalization. For instance, conversational AI can be trained to possess a brand personality for customer interaction.<sup>330</sup> Machine learning recommends TV programs based on the viewer's mood, tracks brand reputation through text and sentiment analyses of tweets, reviews, and social media posts<sup>331</sup>, and chatbots mimic customers' communication styles to provide emotional support. Kumar et al.<sup>332</sup> systematically explore the role of AI in personalized engagement marketing, creating, communicating, and delivering personalized offerings to customers. Huang and Rust<sup>333</sup> demonstrate the use of feeling AI to engage customers in service interactions. In the realm of customer service, which is emotionally charged and costly, the three AI intelligences can be strategically deployed to balance the trade-off between cost and customer satisfaction. Mechanical AI, such as text-based chatbots, is widely employed online to handle routine customer service efficiently. The implementation of such automation is straightforward, cost-efficient, and easily scalable, if it is not related to customers' identity.<sup>334</sup> Thinking AI, represented by natural language processing chatbots, excels in handling diverse

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<sup>325</sup> Cfr. Avery (2018) cited in. Huang et al. (2021), p. 10

<sup>326</sup> Cfr. Leung et al. (2018) cited in. Huang et al. (2021), p. 10

<sup>327</sup> Cfr. Dekimpe (2020) cited in. Huang et al. (2021), p. 10

<sup>328</sup> Cfr. Antons and Breidbach (2018), Chung et al. (2009), Chung et al. (2016), Dzyabura and Hauser (2019) and Liebman et al. (2019) cited in. Huang et al. (2021), p. 10

<sup>329</sup> Cfr. Guo et al. (2018) cited in. Huang et al. (2021), p. 10

<sup>330</sup> Cfr. Wilson and Daugherty (2018) cited in. Huang et al. (2021), p. 10

<sup>331</sup> Cfr. Rust et al. (2020) cited in. Huang et al. (2021), p. 10

<sup>332</sup> Cfr. Kumar et al. (2019) cited in. Huang et al. (2021), p. 10

<sup>333</sup> Cfr. Huang and Rust (2020) cited in. Huang et al. (2021), p. 10

<sup>334</sup> Cfr. Leung et al. (2018) cited in. Huang et al. (2021), p. 10

customers and addressing idiosyncratic issues, such as those posed by multicultural customers with accents and context-dependent complaints. Feeling AI, exemplified by Cogito's emotional AI systems, analyses the pace of speaking, energy, empathy, and common errors in conversations. It provides in-call guidance to customer service agents in call centres, enhancing the naturalness and engagement of conversations.

#### *Price (cost)*

The pricing action, encompassing payment, price setting, and price negotiation—representing the cost borne by the consumer—comprises essential tasks in the marketing process. Therefore, the payment task, characterized by routine transactions, is optimally managed by mechanical AI. Contrastingly, the price setting task is marked by its intensive calculation and analytical nature, aligning with the strengths of thinking AI. Indeed, retailers can leverage big data to enhance dynamic best-response pricing algorithms, which factor in consumer choices, competitor actions, and supply parameters.<sup>335</sup> Moreover, the price negotiation task, being interactive in nature, finds optimal application with feeling AI. Exists a hypothesis<sup>336</sup> which states that interpersonal likeability plays a role in shaping the outcome of price negotiations in B2B relationships. This proposition underscores the significance of interaction, communication, and sentiment in influencing the dynamics of price negotiation.

#### *Place (convenience)*

In the domain of retailing and frontline operations, embodied AI, represented by robots, is extensively utilized to facilitate interactions. Mechanical AI finds application in automating both backend marketing processes and frontend interactions. In the backend, service processes can be automated<sup>337</sup>, and retail processes can be optimized through the integration of Internet of Things (IoT) technologies.<sup>338</sup> On the frontend, service robots exhibit the capacity to interact with scale and consistency<sup>339</sup>, automating social presence in frontline interactions.<sup>340</sup> At the thinking level, given the direct customer contact nature

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<sup>335</sup> Cfr. Misra et al. (2019) and Dekimpe (2020) cited in. Huang et al. (2021), p. 10

<sup>336</sup> Cfr. Pulles and Hartman (2017) cited in. Huang et al. (2021), p. 10

<sup>337</sup> Cfr. Huang and Rust (2018) cited in. Huang et al. (2021), p. 11

<sup>338</sup> Cfr. Grewal et al. (2018) cited in. Huang et al. (2021), p. 11

<sup>339</sup> Cfr. Wirtz et al. (2018) cited in. Huang et al. (2021), p. 11

<sup>340</sup> Cfr. Mende et al. (2019) van Doorn et al. (2017) cited in. Huang et al. (2021), p. 11

of retailing, AI is employed to enhance the in-store shopping experience for individual customers. For instance, Amazon Go, an experimental grocery store, utilizes facial recognition technology to identify and remember each customer. Feeling AI contributes to the augmentation of interaction and engagement, employing various embodied robots to engage customers and optimize their overall experience. In the realm of distribution, logistics, and delivery (a crucial area in marketing) many functions and processes can be highly automated, encompassing tasks such as packaging, inventory management, warehousing, supply chain operations, organization, and delivery. Given that tasks in distribution are often mechanical, routine, and repetitive, the standardization benefit of mechanical AI is well-suited for these activities. Advancing to the thinking AI level, predictive analytics are employed to anticipate a customer's future orders and refills. Additionally, products can be delivered to customers through autonomous vehicles equipped with facial recognition technology, as evidenced by entities like JD.com and Domino's utilizing self-driving cars for delivery.

*Promotion (communication)*<sup>341</sup>

Mechanical AI proves highly effective in automating numerous repetitive, routine, and data-intensive functions within the realm of promotion, particularly in promotional media planning and executions, as highlighted by Huang and Rust<sup>342</sup>. This encompasses tasks such as automating advertising media planning, scheduling, and purchasing, as well as automating the execution of search campaigns, keyword research, and bidding, among others. Thinking AI emerges as a potent force in the domain of promotion content creation and personalization. AI content writers, for instance, contribute to the generation of advertisement or post content. An illustrative example is the Lexus car commercial that utilized IBM Watson to craft the script for the "Driven by Intuition" commercial. This level of AI involvement allows for the personalization and optimization of content to cater to diverse customer profiles across various locations and times. Feeling AI, on the other hand, is deployed to monitor real-time customer responses to promotional messages, discerning reactions such as likes, dislikes, amusement, or discontent. This information is then leveraged to dynamically adjust the content and delivery approach in both media and content. At the feeling level, the ability to sense emotions more accurately and in real-

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<sup>341</sup> Unless otherwise mentioned cfr. Huang et al. (2021), p. 11

<sup>342</sup> Cfr. Huang and Rust (2018) cited in. Huang et al. (2021), p. 11

time from posted messages enhances customer engagement and provides an improved interaction experience.<sup>343</sup>

### **3.3.4 Relevant utilities of Artificial Intelligence in enhancing the Customer Journey**

Automated systems significantly influence the trajectory of the customer journey. For example, search rankings are governed by the sophisticated AI-enabled Google system, reviews are positioned through an evaluative algorithm, inquiries from customers find responses through AI-driven chatbots, and the analysis of sentiment and feedback on social media posts is facilitated by social listening engines.<sup>344</sup> With the assistance of AI, institutions can aggregate consumer data from both online and offline sources, thereby gaining insights into their purchasing behavioural patterns.<sup>345</sup> Through these data, AI has streamlined the construction of client profiles and the understanding of the customer journey process. This capability enables brands to promptly and effortlessly deliver valuable personalized content tailored to diverse client profiles at every stage of the marketing funnel and across all channels.<sup>346</sup> Moreover, AI has the capacity to assist consumers in retrieving product information and facilitating online order placement. Additionally, it can address inquiries pertaining to shopping, providing recommendations for related items or complementary clothing based on the customer's purchasing history.<sup>347</sup>

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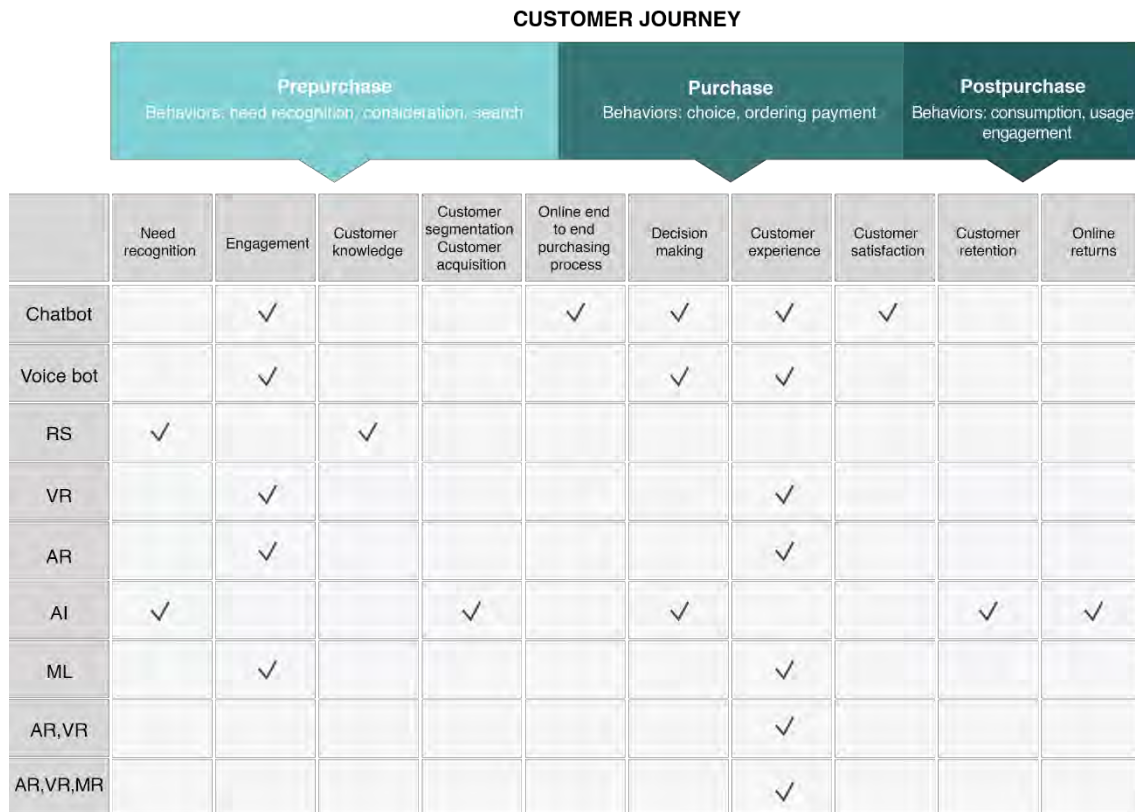
<sup>343</sup> Cfr. Hartmann et al. (2019) and Lee et al. (2018) cited in. Huang et al. (2021), p. 11

<sup>344</sup> Cfr. Verma & Kenji et al. (2021) cited in Ameen et al. (2022), p. 11

<sup>345</sup> Cfr. Arco et al. (2019) cited in Rana et al (2021), p. 4.

<sup>346</sup> Cfr. Haleem et al. (2022), p. 2

<sup>347</sup> Cfr. Yuan et al. (2023), p. 1



*Fig. 26 Framework for the Integration of Artificial Intelligence in the Customer Journey<sup>348</sup>*

Figure 26 shows the framework representing the AI’s tools utilized in the Customer Journey. In the “prepurchase phase,” an organization's commitment to customer-centricity and active engagement with customers is imperative for venturing into and advancing with new technologies.<sup>349</sup> In this stage, AI RS note function as touchpoints. Virtual Reality (VR), Chatbots, voice bots, and ML play important roles in facilitating customer engagement in online interactions, with specific emphasis on enhancing customer convenience and fostering cost-effective interactions between brands and customers.<sup>350</sup> The “purchase” phase of the consumer journey «covers all customer interactions with the brand and its environment during the actual purchase event itself. Characterised by behaviours such as choice, ordering, payment»<sup>351</sup>. The social presence and interactive capabilities of chatbots contribute to the facilitation of decision-making and purchasing in e-commerce.<sup>352</sup> Indeed, AI bots enable customers to delegate decision-making

<sup>348</sup> Cfr. Fig. 2 of Rana et al (2021), p. 5

<sup>349</sup> Cfr. Yerpude and Singhal (2021), Hagen et al. (2020) cited in Rana et al (2021), p. 14

<sup>350</sup> Cfr. Jimenez-Barreto et al. (2021) and Klaus and Zaichkowsky (2020) cited in Rana et al (2021), p. 14

<sup>351</sup> Cit. Bradlow et al. (2017), cited in Rana et al (2021), p. 14

<sup>352</sup> Cfr. Yen and Chiang (2020) cited in Rana et al (2021), p. 14

processes. Meanwhile, the integration of chatbots into the customer experience facilitates the comprehension of customer sentiments and real-time data analysis.<sup>353</sup>

The “post-purchase” phase entails the customer's engagements and interaction with the brand and its surroundings after the concluded purchase. In this stage consumers «customers evaluate the gap between their expectations and their consumption experience during and after consumption»<sup>354</sup>. Thus, customer reviews, electronic word of mouth (E-WOM), social media impressions and shared content related to the product contribute to the acquisition of consumer’s insights about their satisfaction, attitudes, and loyalty. AI plays a pivotal role in customer retention and the management of online returns.<sup>355</sup> For example, devising more effective return policies and mitigating the risks associated with excess inventory. Additionally, AI facilitates human-like communication, with algorithms capable of delivering personalized messages to customers, thereby fostering long-term retention and effective customer relationship management.<sup>356</sup>

The use of gen AI brings opportunities for companies integrating it into the customer journey, particularly in the following use cases<sup>357</sup>:

- Utilize patterns within customer and market data to effectively segment and target pertinent audience groups,
- Enhance marketing strategies via/through the implementation of A/B testing methodologies,
- Communication characterized by hyper personalization, contextual chatbot assistance, real-time guidance in negotiations, and the provision of predictive insights.
- Dynamically mapping the customer journey serves as a valuable approach for discerning pivotal touchpoints and fostering customer engagement.

According to research conducted by McKinsey & Company, a pronounced enthusiasm was observed predominantly in the initial phases of the customer journey, specifically concerning lead identification, marketing optimization, and personalized outreach.<sup>358</sup>

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<sup>353</sup> Cfr. Sidaoui et al. (2020) cited in Rana et al (2021), p. 14

<sup>354</sup> Cit. Arco et al. (2019) cited in Rana et al (2021), p. 15

<sup>355</sup> Cfr. Yang et al. (2020) cited in Rana et al (2021), p. 15

<sup>356</sup> Cfr. Libai et al. (2020) and Kumar et al. (2019) cited in Rana et al (2021), p. 15

<sup>357</sup> Cfr. Deveau et al. (2023), p. 5

<sup>358</sup> Cfr. Deveau et al. (2023), p. 6

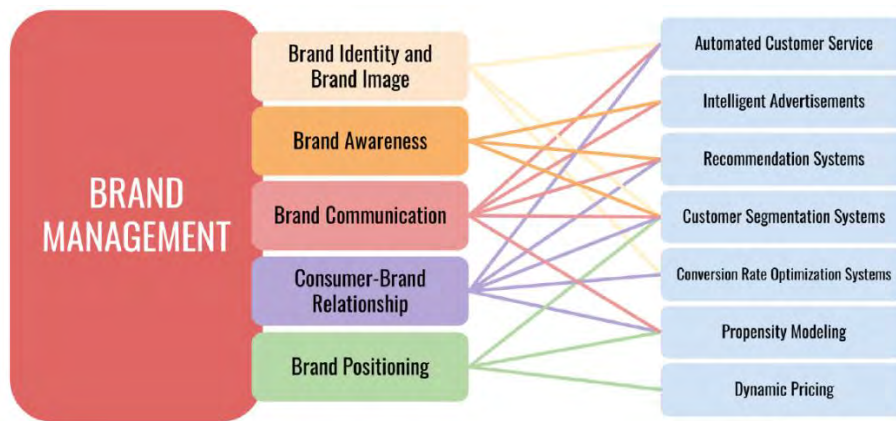


### 3.4 AI in Brand Management: relevant applications and impacts on Brand Image and Customer Equity in Contemporary Markets

In the contemporary landscape marked by the Fourth Industrial Revolution and the Internet of Things, the advanced technological capabilities and functional attributes of AI play a pivotal role in shaping novel and evolving pathways for brand development. The aptitude of AI services to address consumer issues fosters the establishment of intricate associations and meanings regarding the brand, thereby fostering increased reliance on it.<sup>359</sup>

#### Relevant applications of AI within Brand Management<sup>360</sup>

According to the literature review, Brand Management can be significantly impacted by the implementation of AI technologies. According to the referenced study identifies seven relevant AI applications for Brand Management. Figure 27 visually represents the incorporation of these AI applications into their corresponding Brand Management components.



*Fig. 27 The different applications of AI integrated into the Brand Management Model<sup>361</sup>*

It is imperative for brands to comprehensively invest in their Brand Management, considering all components simultaneously during the implementation of diverse AI applications. It is insufficient to evaluate how AI applications positively impact a singular

<sup>359</sup> Cfr. Ashfaq et al. (2020), Pitardi and Marriott (2021), and Sung et al. (2021) cited in Yuan et al. (2023), p. 1

<sup>360</sup> Unless otherwise mentioned cfr. Agersborg et al. (2020)

<sup>361</sup> cfr. Agersborg et al. (2020), p. 25

aspect of Brand Management while overlooking their potential effects on others. Consequently, to effectively deploy AI, acquiring a holistic perspective on its contribution to Brand Management in each specific case is crucial. Moreover, it is indicated that neglecting the potential of AI may lead to a competitive disadvantage for brands. However, it is crucial for brands contemplating AI investment to acknowledge that improper implementation carries the risk of diminishing likability, trust, and sales. The effective implementation of AI without causing consumer aversion relies significantly on factors such as Brand Awareness and Consumer-Brand Relationships. Notably, there is an observable inclination for consumers to place greater trust in brands with robust Brand Awareness when sharing their data. This suggests that the level of familiarity with a brand influences consumers' attitudes toward the integration of AI.<sup>362</sup> Consequently, the study, underscores the importance for brands to prioritize the establishment of strong Brand Awareness and Consumer-Brand Relationships before proceeding with the implementation of AI.

Through the execution of Recommendation Systems and Intelligent Advertisements after the establishment of robust Brand Awareness and Consumer-Brand Relationships, brands are poised to experience favourable outcomes deriving by the adoption of AI. Conversely, in the absence of these foundational elements, consumers are prone to develop aversions towards the brand, perceiving such Brand Communication Initiatives as invasive and misleading. Moreover, it is conceivable that Recommendation Systems and Intelligent Advertisements, by delivering personalized content derived from past choices, may deviate from consumers' authentic preferences. Consequently, brands face the risk of encouraging consumers to perpetuate prior choices rather than evolving their preferences<sup>363</sup>, potentially impeding the brand's progression<sup>364</sup>. Given that Brand Image is contingent on consumer perceptions of a brand<sup>365</sup>, there exists a potential hazard of adversely affecting Brand Image through the improper use of these AI applications. Brands may be perceived as antiquated if they overly rely on insights based on historical preferences. Moreover, excessive personalization of content poses the risk of generating diverse perceptions of the brand within the target audience, leading to a loss of coherence and credibility. Furthermore, it is evident that AI plays a substantial role in the decision-

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<sup>362</sup> Cfr. Tene and Polonetsky (2014) cited in Agersborg et al. (2020), p. 26

<sup>363</sup> Cfr. Quentin et al., (2018) cited in Agersborg et al. (2020), p. 27

<sup>364</sup> Cfr. Davenport et al. (2019) cited in Agersborg et al. (2020), p. 27

<sup>365</sup> Cfr. Sääksjärvi & Samiee, (2011) and Da Silveira et al. (2013) cited in Agersborg et al. (2020), p. 27

making phase of consumers' purchasing processes. Dynamic Pricing can significantly influence the critical determination of whether a consumer proceeds with a purchase. Additionally, the integration of Conversion Rate Optimization Systems on a brand's website emerges as a pivotal factor in influencing a consumer's decision to either complete a purchase or abandon the site. The efficacy of Automated Customer Service and Recommendations Systems also holds importance, providing consumers with prompt and pertinent solutions that streamline their experience, thereby impacting their decision to finalize a purchase. Consequently, one could posit that AI exhibits substantial potential in shaping consumer experiences, attaining significance in influencing consumer behaviours. Furthermore, the have highlighted the challenges faced by brands in acquiring and maintaining consumer loyalty. Emphasizing robust strategic planning within Brand Positioning is crucial for aligning with targeted consumers, thereby increasing the probability of fostering loyalty. The utilization of Customer Segmentation Systems and Propensity Modelling enables brands to discern which consumer segments are worthy of investment.

The findings indicate that AI represents an investment, contributing not only to the tangible increase in profits but also to the realm of Brand Positioning. Technological investments are shown to enhance the perception of brands, and neglecting this aspect may lead a brand to be perceived as irrelevant and outdated if consumer expectations include a commitment to technological advancements. A domain where this is particularly pertinent and demonstrates a substantial impact on consumer perception is customer service. Automated Customer Service, when used in conjunction with traditional customer service, can positively contribute to Brand Management by fostering a favourable attitude toward the brand. Investing in this AI application signals that the brand is contemporary and prioritizes customer satisfaction. However, inadequate implementation of Automated Customer Service has been observed to adversely affect Brand Image, Brand Communication, and Consumer-Brand Relationships. This underscores the significance of AI implementation in customer service across various facets of Brand Management, emphasizing the need for a comprehensive solution. Hence, the optimal approach involves combining traditional and Automated Customer Service, offering both accessibility, efficiency, and human interaction as needed. It is important to highlight that the integration of AI into Brand Management necessitates a meticulous emphasis on ethical concerns. The collection and utilization of data by brands must adhere

to practices that safeguard against the erosion of consumer trust. While many individuals express the importance of privacy and the security of their personal information, their actions suggest a willingness to compromise personal integrity concerning their data if the intrusion results in perceived benefits. This suggests that if brands operate in a manner perceived as advantageous to the consumer, ethical concerns may be deemed less substantial. Rather than a categorical assertion that ethical considerations are integral to all components of Brand Management, the focal imperative is to utilize AI in a manner that is demonstrably beneficial to the consumer.

While figure 27 provides a visual representation of several deemed important AI applications, it is plausible that brands may encounter constraints in simultaneously implementing all these applications due to resource limitations. The determination of the most critical AI applications is contingent upon factors such as the brand's characteristics, industry sector, and company size. The literature review and the interview study underscore the significance of customer service, albeit without specifying the imperative for its automated versions. Consequently, one could contend that automated customer service may not be of paramount importance for brands to prioritize initially. Alternatively, a notable emphasis has been observed on the simplification of the purchasing process, particularly in touchpoints such as the website. This underscores the proposition that Conversion Rate Optimization should be regarded as the foremost AI application for implementation. The findings also underscore the relevance of Brand Image in this context.

### **Impacts of AI Service Integration on Brand Image and Customer Equity in Contemporary Markets**

The three components of customer equity—value equity, brand equity, and relationship equity—demonstrate robust and positive associations with brand image. Furthermore, the moderating influence of brand familiarity is observed in the impact of customization, interaction, and problem-solving proficiency on brand image. The integral role of AI services in advancing brand image is underscored by its capacity to furnish consumers with tailored and precise offerings, expedient problem-solving capabilities, and robust interactive experiences. According to the examination outcomes, the attributes inherent in AI services exert substantial and positive effects on the brand image and augment the

corporate brand equity.<sup>366</sup> Moreover, in the era of digitization, the manifestation of brand equity is discerned through the "added value" ascribed to AI-driven technologies.<sup>367</sup> According to Keller<sup>368</sup>, brand equity constitutes the "differential effect that brand knowledge" imparts on consumer perceptions vis-à-vis branded endeavours. The integration of predictive capabilities, social media analytics, and natural language processing (NLP) enables brands to deliver distinct offerings, thereby cultivating elevated brand equity to fortify competitive standing.<sup>369</sup> The influence of AI on brand equity is manifested in tangible outcomes such as brand volume, profit margins, awareness, and advocacy.<sup>370</sup> Various AI tools, including data analytics, sentiment analytics, machine learning, and deep learning, exert influence across the three dimensions of brand equity: customer mindsets (e.g., attitude, loyalty, attachment), product-market outcomes (e.g., price premium, market share), and the brand as a financial asset.<sup>371</sup> User-generated content (UGC) on social media platforms or within brand online communities contributes significantly to the construction or attenuation of the brand's image, thereby impacting the brand's overall equity.<sup>372</sup> Consequently, brands leverage AI techniques to acquire, analyse, and predict consumer opinions based on insights and patterns derived from big data.<sup>373</sup>

In instances where consumers possess a high degree of familiarity with a brand, a propensity exists for the cultivation of positive emotions towards it, along with a favourable evaluation of its products or services.<sup>374</sup> The concept of brand familiarity is delineated as «the relevant experiences accumulated by customers with a certain brand»<sup>375</sup> exhibiting a positive correlation with consumers' perceptual assessments of a brand grounded in their experiential interactions with it.<sup>376</sup> The integration of AI technology, particularly in interaction and other associated attributes, serves as a technical facilitator for enterprises seeking to enhance consumer familiarity with their brand, thereby nurturing more profound perceptions of brand image. The moderation effect of

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<sup>366</sup> Cfr. Yuan et al. (2023), p. 1

<sup>367</sup> Cfr. Farquhar (1989), p. 24

<sup>368</sup> Cfr. Keller (1993) cited in Deryl et al. (2023), p. 3

<sup>369</sup> Cfr. Rajagopal (2020) cited in Deryl et al. (2023), p. 3

<sup>370</sup> Vfr. Oh et al. (2020) cited in Deryl et al. (2023), p. 3

<sup>371</sup> Cfr. Ailawadi & Keller (2004) and Oh et al. (2020) cited in Deryl et al. (2023), p. 3

<sup>372</sup> Cfr. Kuksov et al. (2013) cited in Deryl et al. (2023), p. 3

<sup>373</sup> Cfr. (Dwivedi et al., 2023) cited in Deryl et al. (2023), p. 3

<sup>374</sup> Cfr. Zajonc & Markus (1982) cited in Yuan et al. (2023), p. 2

<sup>375</sup> Cfr. Tam (2008), p. 4

<sup>376</sup> Cfr. Petruzzellis et al. (2011) cited in Yuan et al. (2023), p. 2

brand familiarity on the influence of AI services on brand image is evident. Specifically, there is a heightened probability that AI contributes to the enhanced cognitive perception of brand image among consumers possessing a pre-existing familiarity with the brand. It is imperative for brands to exercise meticulous management of their image, particularly when aspiring to cultivate brand equity and establish robust customer-brand relationships, as underscored by Fournier.<sup>377</sup> Furthermore, when customers perceive that the AI service possesses the capacity to effectively address their concerns, they are inclined to formulate a range of associations and attributions pertaining to the brand employing AI. This inclination leads them to exhibit an increased readiness to rely on the brand, as articulated by previous studies.<sup>378</sup> According to the study conducted by Yuan et al.<sup>379</sup>, several capabilities of AI can enhance the customer equity and brand image.

### *Accuracy*

Precision is of paramount significance in contemporary enterprises, as they prioritize the communication of marketing information that is accurate, comprehensive, credible, and timely. This emphasis stems from the recognition that consumers' comprehension of exhaustive details regarding products and services fundamentally shapes the brand image.<sup>380</sup> The implementation instils an awareness among consumers that AI-driven communicators adeptly diagnose their concerns and furnish requisite information.<sup>381</sup> Consequently, AI holds substantial potential in assisting firms to enhance their brand image by serving as a pivotal tool for delivering information that is more accurate and comprehensive compared to human counterparts.<sup>382</sup> It is further supported by the study conducted by Yan et al.<sup>215</sup> that the accuracy of AI services positively influences brand image.

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<sup>377</sup> Cfr. Fournier (1998) cited in Yuan et al. (2023), p. 2

<sup>378</sup> Cfr. Ashfaq et al. (2020), Pitardi and Marriott, (2021) and Sung et al. (2021) cited in Yuan et al. (2023), p. 3

<sup>379</sup> Cfr. Yuan et al. (2023)

<sup>380</sup> Cfr. Mehta and Tariq (2020) cited in Yuan et al. (2023), p. 4

<sup>381</sup> Cfr. Chung et al. (2018) cited in Yuan et al. (2023), p. 4

<sup>382</sup> Cfr. Ameen et al. (2021) cited in Yuan et al. (2023), p. 4

### *Problem-solving*

AI's problem-solving ability in the context of customer service can serve to elevate perceived service quality, which positively enhance brand image. Executing intricate computing and decision-making tasks to generate optimal solutions with minimal errors through machine learning is paramount. Given the pivotal role problem-solving plays in shaping perceptions of retail service and influencing customer evaluations<sup>383</sup>, the proficiency in managing challenges is of utmost importance.

### *Customization*

Personalization enables organizations to tailor their engagements with users, emphasizing distinctive brand attributes. Favourable perceptions of personalization further strengthen users' attitudes towards brands, consequently influencing their perceptions and loyalty to the brand.<sup>384</sup> Considering AI's capacity to facilitate highly personalized and customized consumer experiences<sup>385</sup>, we can state that the customization of AI services enhances brand image.

The authors<sup>386</sup> have also revealed that a favourable Brand image promotes the brand's *customer, brand, and relationship equity*.

A heightened brand image plays a pivotal role in influencing customers' perceptions of satisfactory value and justifiable pricing.<sup>387</sup> Notably, brands effectively leveraging precise and personalized AI services have the capacity to shape favourable and distinctive brand images, thereby fostering the augmentation of their brand equity. The development of positive, robust, and distinctive associations between customers and a brand is likely to contribute to the enhancement of brand equity. Companies proficient in articulating their brand image are better equipped to convey brand-related cognitive and emotional information during customer interactions, thereby significantly enhancing the quality of customer relationships. The escalating integration of AI by brands in customer communication, not only establishes a preliminary positive brand image, Cheng and Jiang

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<sup>383</sup> Cfr. Chung et al. (2020) cited in Yuan et al. (2023), p. 4

<sup>384</sup> Cfr. Fetscherin and Heinrich (2015) cited in Yuan et al. (2023), p. 5

<sup>385</sup> Cfr. Syam and Sharma (2018) cited in Yuan et al. (2023), p. 5

<sup>386</sup> Yuan et al. (2023)

<sup>387</sup> Cfr. Lien et al. (2015) cited in Yuan et al. (2023), p. 5

(2021), but also introduces novel avenues for brands to cultivate more robust relationships with their customer base, as elucidated by Huang and Rust<sup>388</sup>.

### **The Moderating Influence of Brand Familiarity**

During the first contact with the brand consumers lack pre-existing experiences and associations stored in their memory pertaining to the unfamiliarity with the brand.<sup>389</sup> Notably, brand familiarity exerts a positive influence on consumer perceptions of brands<sup>390</sup> and brand image<sup>391</sup>. Greater familiarity with a brand tends to lead consumers to generate positive emotions, resulting in a favourable evaluation of the brand's products/services and overall image. Brand familiarity pertains to the relevant experience accumulated, reinforcing the impact of interaction, problem-solving ability, and personalization of AI services on the brand image. Through the utilization of AI, it becomes feasible to enhance consumer brand familiarity, fostering a deeper perception of the brand image and thereby augmenting customer equity and the long-term competitiveness of the brand. The integration of AI, for those consumers that has familiarity with the brand, facilitates the cultivation of more robust and favourable brand perceptions and associations, attributed to improved service delivery.<sup>392</sup> Thus, fostering a deeper perception of the brand image and thereby augmenting customer equity and the long-term competitiveness of the brand. This, in turn, contributes to the shaping of brand image.<sup>393</sup> Consequently, the impact of AI services on brand image is anticipated to be more pronounced when consumers exhibit familiarity with the brand, thereby suggesting that brand familiarity operates as a moderating factor in the relationship between AI service and brand image. Thus, the investigation<sup>394</sup> substantiates that brand familiarity amplifies the influence of AI service interaction, problem-solving proficiency, and customization on brand image. According to my research, the AI's proficiency in understanding consumers enables them to increase acceptance and trust in the technology, thereby enhancing loyalty toward brands that integrate AI. Brands that effectively convey their image are better equipped to provide and receive cognitive and emotional

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<sup>388</sup> Cfr. Huang and Rust (2018) cited in Yuan et al. (2023), p. 5

<sup>389</sup> Cfr. Campbell and Keller (2003) cited in Yuan et al. (2023), p.6

<sup>390</sup> Cfr. Petruzzellis et al. (2011) cited in Yuan et al. (2023), p.6

<sup>391</sup> Cfr. Das (2015) cited in Yuan et al. (2023), p.6

<sup>392</sup> Cfr. Nazim Sha and Rajeswari (2019) cited in Yuan et al. (2023), p.6

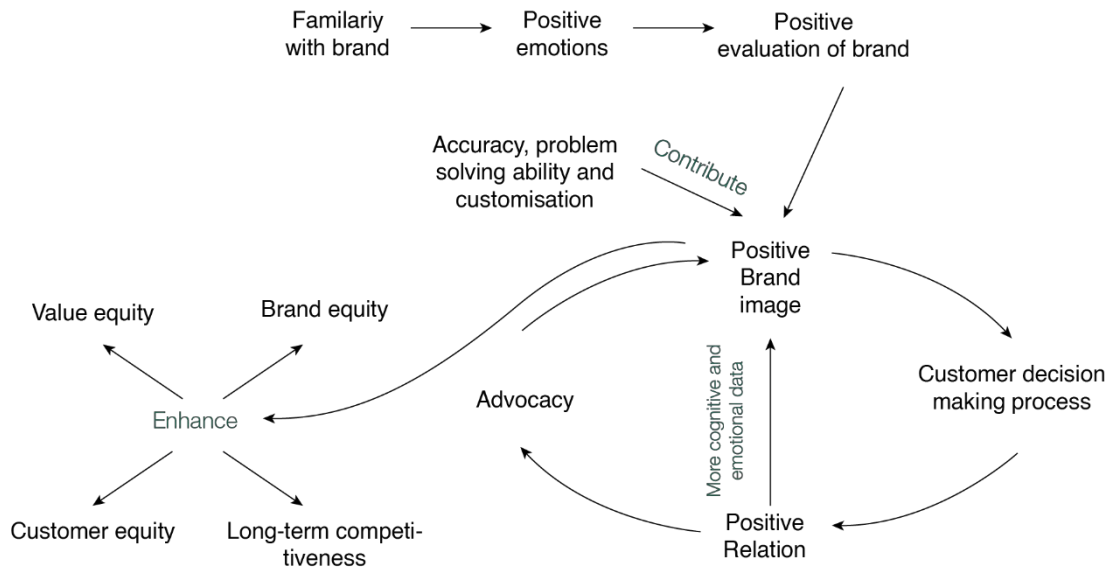
<sup>393</sup> Cfr. Emari et al. (2012) ) cited in Yuan et al. (2023), p.6

<sup>394</sup> Yuan et al. (2023)



information during customer interactions. Customer equity can be defined as the total discounted lifetime value of the current and potential customer for a company.

Drawing upon the preceding analysis and hypotheses, I devised a conceptual model devised to scrutinize the factors influencing brand image and customer equity within the context of AI services, as illustrated in figure 28.



**Fig. 28** A framework for the Nexus of Brand Image, Customer Equity, and the Impact of Artificial Intelligence

### 3.5 Leveraging AI for Personality Prediction

Personality is perceptible through linguistic expression, as elucidated by Kern et al.<sup>395</sup> (2016). Moreover, the work of Park et al.<sup>396</sup> affirms that language serves as an efficacious tool for discerning an individual's personality. Drawing on the tenets of similarity-attraction, consumer self-concept, and brand congruency theories, it is plausible that consumers exhibit heightened receptivity towards those possessing a congruent personality, as manifested through language. This study posits that the customization of advertising content to align with individual personalities, facilitated by linguistic nuances, enhances the efficacy of widespread persuasive communication. The current research endeavours to provide novel insights into the utilization of artificial intelligence across various dimensions of personality.<sup>397</sup>

As addressed in this chapter, thanks to the integration of natural language processing and machine learning algorithms, brands can develop very targeted and personalized communications and needs solving solutions to their customers and employees, thanks to the precise insights into their personalities that they manage to obtain. Certainly, personality orientations constitute a significant strategic consideration in managerial and marketing contexts. Moreover, Matz et al.<sup>398</sup> assert that psychological targeting serves as an efficacious method for augmenting the persuasive impact of widespread digital communications. Hence, although the enduring significance of personality in management is well-established, its importance persists undiminished within the contemporary milieu characterized by the dominance of digital communications.

The utilization of artificial intelligence (AI) in personality research is rapidly expanding, albeit nascent, propelled by advancements in natural language processing and the proliferation of digital communications, which generate copious amounts of consumer behavioural data.<sup>399</sup> Empirical applications encompass AI processing of data obtained through an eye tracker, indicating that patterns in eye movements during routine activities can prognosticate personality.<sup>400</sup> Additionally, AI is employed for predicting individual

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<sup>395</sup> Cfr. Kern et al. (2016), p. 507

<sup>396</sup> Cfr. Park et al. (2017)

<sup>397</sup> Cfr. Shumanov et al. (2022)

<sup>398</sup> Cfr. Matz et al. (2017) cited in Shumanov et al. (2022), p. 2

<sup>399</sup> Cfr. Davenport et al. (2020), Diehl et al. (2003), Kietzmann et al. (2018), Flavian et al. (2019), van Noort et al. (2020), Helberger et al. (2020) cited in Shumanov et al. (2022), p. 4

<sup>400</sup> Cfr. Hoppe et al. (2018), p. 105

personality traits based on physiological responses such as brain activity, heart rate, perspiration, and pupil dilation in reaction to images and videos.<sup>401</sup> Beyond academic research, technology enterprises, like IBM, have devised software aimed at forecasting personality by employing natural language processing techniques to comprehend personality traits.<sup>402</sup> The capabilities of AI technology extend to deducing personality characteristics from text-based data through an open-vocabulary methodology.<sup>403</sup> As indicated by certain studies<sup>404</sup>, language usage patterns can offer insights into personality traits, cognitive styles, social relationships, and emotional states. Those data are usually derived from social media and from digital behaviours. However, the reliability of ascertaining personality from these technological sources may be questionable. Despite the inherent consistency and enduring nature of an individual's personality, consumption behaviour may be influenced by situational factors. For instance, within the context of social media, purchasing decisions may be driven by a desire for conformity with peers, the pursuit of self-enhancement<sup>405</sup>, and the intention to reinforce product involvement<sup>406</sup>. For example, existing research<sup>407</sup> has shown that advertising tailored to the recipient's personality can influence their behaviour. In fact, individuals establish connections with and form relationships with brands that mirror their identity or self-concept.<sup>408</sup> The stronger the perceived relatedness, the more pronounced the resulting likability attitudes among consumers.<sup>409</sup> A fundamental principle of similarity-attraction theory<sup>410</sup> suggests that advertisements aligning with an individual's personality are likely to yield emotional rewards by affirming self-concepts. Paradoxically, perceptions of similarity may concurrently enhance a sense of uniqueness.<sup>411</sup> However, it remains unclear whether personality-congruent advertisements are universally more effective across all personality types.

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<sup>401</sup> Cfr. Berkovsky et al. (2019) cited in Shumanov et al. (2022), p. 4

<sup>402</sup> Cfr. IBM (2018b) cited in Shumanov et al. (2022), p. 4

<sup>403</sup> Cfr. Schwartz et al. (2013), Plank and Hovy (2015), Arnoux et al. (2017), van Noort et al. (2020) cited in Shumanov et al. (2022), p. 4

<sup>404</sup> Cfr. Hirsh and Peterson (2009), Yarkoni (2010), Fast and Funder (2008) cited in Shumanov et al. (2022), p. 4

<sup>405</sup> Cfr. Ruvio et al. (2020), Puzakova and Aggarwal (2018) cited in Shumanov et al. (2022), p. 4

<sup>406</sup> Cfr. Wang et al. (2012) cited in Shumanov et al. (2022), p. 4

<sup>407</sup> Cfr. Graves and Matz (2018), Moon (2002), Mowen et al. (2004), Kosinski et al. (2013) and Hodges and Byrne (1972) cited in Shumanov et al. (2022), p. 4

<sup>408</sup> Cfr. Fox et al. (2018) cited in Shumanov et al. (2022), p. 4

<sup>409</sup> Cfr. Abosag et al. (2020) cited in Shumanov et al. (2022), p. 4

<sup>410</sup> Cfr. Byrne et al. (1966) cited in Shumanov et al. (2022), p. 4

<sup>411</sup> Cfr. Abosag et al. (2020) cited in Shumanov et al. (2022), p. 4

Now, the application of AI to define the individual personality of the consumer is still an emerging topic. Given the opportunities it could offer and considering the ethical impact it could have, it certainly deserves further academic investigation.

### **The theory of Consumer-Brand Relationship**

The Theory of Consumer-Brand Relationships elucidates the intricacies inherent in consumers' affective, cognitive, and interpersonal connections with brands.<sup>412</sup> The constituents of this theoretical framework, encompassing variables such as love, self-connection, commitment, interdependence, intimacy, and brand partner quality, play a pivotal role in shaping the intensity and character of the associations individuals establish with brands. Originating within the domain of marketing, the Consumer-Brand Relationship (CBR) theory posits that a brand can be regarded as a bona fide relationship partner. Leveraging AI technology in branding endeavours has the potential to elicit sustained consumer engagement, thereby fostering profound emotional experiences, including sentiments of love, intimacy, commitment, and robust interpersonal connections. The application of the CBR Theory offers valuable insights to brand managers, equipping them to devise compelling and personalized brand campaigns that advocate for enduring business propositions.

### **AI and Brand Personality Theory**

The concept of brand personality revolves around the identification of the specific personality traits associated with a brand and the extent of alignment between a consumer's personality and that of the brand.<sup>413</sup> In the era of artificial intelligence (AI), it becomes imperative to comprehend and ascribe human-like personality attributes to brands, given their direct impact on consumer behaviours and the established relationships between consumers and brands. Coined by Aaker in 1997, the term "brand personality" refers to the collection of human characteristics attributed to a brand. Moreover, the Brand Personality Theory is intrinsically aligned with the concept of anthropomorphism, rendering it particularly pertinent in the landscape of AI-driven branding. At its essence, the theory involves the attribution of human personality traits to

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<sup>412</sup> Cfr. Fournier, (1998), and Veloutsou (2007) cited in Deryl et al. (2023), p. 8

<sup>413</sup> Cfr. Zinkhan et al. (1996) cited in Deryl et al. (2023), p. 8

a brand, with a focus on assessing the potential alignment with a consumer's personality. The integration of AI in branding introduces novel dimensions, including AI companions and diverse avenues for brand interaction. These interactions serve as instrumental platforms for the brand to refine and cultivate its personality, thereby facilitating enhanced resonance and rapport with the intended audience. The depth of these connections correlates positively with the establishment of robust and enduring foundations, providing the brand with a resilient framework in the competitive market milieu.

The research<sup>414</sup> demonstrates the efficacy of artificial intelligence in discerning personality traits to augment the persuasiveness of communication. From a managerial standpoint, leveraging distinctions in personality traits can refine customer targeting and communication strategies, potentially leading to ethically improved consumer outcomes through more precise alignment of products and services and a reduction in search costs.<sup>415</sup> Personality traits serve as valuable indicators of individual differences in preferences, behaviours, and perceptions, presenting a significant attribute for managers to enhance the effectiveness of customer communication strategies, ultimately contributing to improved sales outcomes. The understanding of an individual's personality holds promise in optimizing hiring processes through customized job matching and training, enhancing business outcomes via more pertinent marketing solicitations, and advancing societal outcomes in realms such as health-care management and security threat detection. In fact, the advent of AI-driven applications has extended the application of brand personality to a myriad of technological contexts, elucidating consumer responses to various brand initiatives. In the contemporary digital landscape, the lens through which brand personality is viewed has shifted significantly.<sup>416</sup> Existing literature is actively investigating how consumers anthropomorphize brand entities during their interactions on social media platforms<sup>417</sup>, engagements with virtual conversational agents<sup>418</sup>, and interactions with brand-owned media such as websites.<sup>419</sup> Considering differentiation as a focal point, the cultivation and effective communication of a brand's

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<sup>414</sup> Shumanov et al. (2022)

<sup>415</sup> Cfr. Matz et al. (2017) cited in Shumanov et al. (2022), p. 14

<sup>416</sup> Cfr. Torres & Augusto (2019) cited in Deryl et al. (2023), p. 3

<sup>417</sup> Cfr. Machado et al. (2019) cited in Deryl et al. (2023), p. 3

<sup>418</sup> Cfr. Youn & Jin (2021) and Vernuccio et al. (2021) cited in Deryl et al. (2023), p. 3

<sup>419</sup> Cfr. Shobeiri et al. (2015) cited in Deryl et al. (2023), p. 3

personality, tailored to the appropriate attributes, can elicit positive User-Generated Content (UGC), transcending a focus solely on functional brand benefits.<sup>420</sup>

Therefore, ensuring the protection of privacy and responsible data usage must ascend as a critical policy imperative. The reliance on generic advertising messaging has yielded marginal advancements in elevating the participation rate among individuals identified as being at the utmost risk.<sup>421</sup>

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<sup>420</sup> Cfr. Chernatony (2010) cited in Deryl et al. (2023), p. 3

<sup>421</sup> Cfr. Shumanov et al. (2022), p. 15

### **3.6 Challenges and Managerial implications in Brand Management Challenges<sup>422</sup>**

As artificial intelligence becomes increasingly integrated into marketing, enterprises encounter three main challenges: the data challenges, business challenges, and the thinking/creative challenges.

The initial aspect involves utilizing IT technology to acquire data pertaining to the enterprise's daily operations through the quantification and semantic management of enterprise data as well as the creation of user profiles. Subsequently, marketing personnel play a crucial role in advancing the data business process, utilizing quantified user profiles for customer analysis and positioning from a business perspective. This lays the groundwork for subsequent automated operations, continuously delivering new value and business opportunities to the brand by creatively addressing the brand's pain points through a combination of technology and creativity. Research<sup>423</sup>, presented in the article "Brand Management," draws insights from the actual developmental context of enterprises, emphasizing the integral connection between enterprise development and brand management. It concludes that a robust management process, encompassing brand design, expansion, refinement, and rebranding, is indispensable for a company's sustained long-term development. These fundamental brand development processes serve as essential prerequisites for brand establishment and are imperative.

#### **Managerial implications**

*Positive attitudes toward AI technology impact brand partnership quality through the mediation of communication choice.*

In a study investigating consumer attitudes towards AI, researchers discovered that individuals with favourable perceptions of AI were more inclined to trust the brand and express genuine intentions to purchase products integrating AI technology.<sup>424</sup> This implies that positive attitudes towards AI can exert a favourable impact on brand affiliations. Nguyen et al.<sup>425</sup> conducted an examination into the impact of AI on customer-

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<sup>422</sup> Unless otherwise mentioned cfr. Cui et al. (2022), p. 2

<sup>423</sup> Cfr. Wang et al. (2020) and Baduge et al. (2022) cited in Cui et al. (2022), p. 2

<sup>424</sup> Cfr. Li et al. (2020) cited in Deryl et al. (2023), p. 11

<sup>425</sup> Cfr. Nguyen et al. (2021) cited in Deryl et al. (2023), p. 11

brand identification, customer advocacy, and the flow of customer experience. The attitude toward AI can significantly influence the quality of brand associations. When scrutinized in conjunction with the mediating factor of communication choice, the relationship between the brand and its partners becomes pivotal in elucidating how brands incorporating AI technology in their communication strategies can effectively leverage and enhance their business endeavours.

*Perceived attractiveness positively influences the acceptance of AI technologies in branding, with consumer performance expectations acting as a moderating factor.*

Performance expectations exert an influence on perceived attractiveness<sup>426</sup>, while the perceived privacy risk stands out as a crucial determinant shaping the consumer's comprehensive outlook towards voice assistants. The cultivation of brand loyalty among consumers is contingent upon the consistent utilization of voice assistants. Fernandes and Oliveira's<sup>427</sup> study reveals the pivotal role played by social, functional, and relational elements in fostering technology adoption, disentangling cross-platform complexities, and unveiling the moderating influence of experience and the desire for human interaction. Additionally, research findings by Jiang et al.<sup>428</sup> indicate that consumers are more inclined to accept technology when it demands minimal effort, resulting in heightened performance. The analysis underscores the importance of considering effort and performance expectations when evaluating the relationship between perceived attractiveness and consumer acceptance. In summary, these studies collectively suggest that the perceived attractiveness of emerging AI technologies holds the potential to enhance consumer acceptance for their use in branding, with the moderating influence of performance expectations on this relationship.

*The impact of perceived attractiveness on the acceptance of AI technologies in branding will be subject to moderation by the trustworthiness of the information source.*

The study conducted by Ameen et al.<sup>429</sup> revealed a noteworthy the trustworthiness of the information source on consumers' perceived attractiveness of chatbots. Consumers exhibited a higher likelihood of finding the chatbot attractive when presented by a

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<sup>426</sup> Cfr. Maroufkhani et al. (2022) cited in Deryl et al. (2023), p. 11

<sup>427</sup> Cfr. Fernandes and Oliveira's (2021) cited in Deryl et al. (2023), p. 11

<sup>428</sup> Cfr. by Jiang et al. (2022) cited in Deryl et al. (2023), p. 11

<sup>429</sup> Cfr. Ameen et al. (2022) cited in Deryl et al. (2023), p. 11



reputable and credible source, such as a well-established brand or a trusted institution. Consequently, for brands integrating AI technology into their branding strategies, prudent consideration of the reputation and credibility of the technology provider is imperative. This consideration is essential for enhancing the perceived attractiveness of the technology and fostering increased consumer acceptance. The findings suggest that consumers are more inclined to accept AI technology when it is provided by a source renowned for its expertise in the relevant field and recognized for its trustworthiness.

*The influence of subjective norms on brand love in AI utilization context is subject to time moderation, wherein the effect is more pronounced over the long term.*

The emotional engagement of consumers in utilizing a chatbot is notably affected by social norms. In the short term, the impact of social norms on love and usage is relatively subdued, yet with the passage of time, consumers may experience an increased influence from their social environment, resulting in a more pronounced effect of social norms. Wang et al.<sup>430</sup> investigated the influence of subjective norms on brand affection, revealing a significant positive impact that strengthens over time as consumers develop heightened attachment to the brand. Brands incorporating AI technologies into their branding strategies should systematically evaluate socio-cultural factors and recognize the pivotal role these factors play in shaping consumer sentiments and brand affection over time.

*The influence of sociocultural factors on brand love in the context of AI utilization is subject to time moderation, with a pronounced over the long term*

As the relationships are mediated by brand love and brand equity, socio-demographic considerations are considered, as noted by Verma<sup>431</sup>. Cultural factors, such as individualism and collectivism, exerted a significant influence on consumer attitudes, with a more pronounced effect observed over an extended duration.<sup>432</sup> As time progresses, consumers' cultural values become deeply rooted and exert a substantial influence on their attitudes toward AI-powered products and services. Brands incorporating AI technology into their branding strategies should systematically assess the enduring impact of socio-

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<sup>430</sup> Cfr. Wang et al. (2019b) cited in Deryl et al. (2023), p. 11

<sup>431</sup> Cfr. Verma (2021) cited in Deryl et al. (2023), p. 11

<sup>432</sup> Cfr. Wu et al. (2021) cited in Deryl et al. (2023), p. 11

cultural factors and actively cultivate enduring positive associations with their brand to fortify brand affection over time.

*The influence of media expectations on brand trust is mediated by para-social relationships*<sup>433</sup>

Well-designed websites, robust website security, proficient online interactivity, and strategic collaborations with reputable websites contribute positively to the establishment of brand trust.<sup>434</sup> Furthermore, the cultivation of trust is paramount, extending its influence into favourable word-of-mouth (WOM) interactions, with demographics also assuming a pivotal role in this context.

*Brand love emerges as a consequence of consumer cultural dynamics, influenced by para-social interactions.*

The cultivation of a positive brand culture possesses the capacity to exert an influence on the development of Brand love. This affirmative brand culture is characterized by the mutual alignment of organizational and employee values, beliefs, and behaviours with those of the consumer. Such a constructive brand culture has the potential to engender favourable emotions and attitudes towards the brand, thereby precipitating the emergence of brand love.

*The anticipation is that an increased deployment of AI intelligences will occur for strategic purposes across the three marketing stages in the near future.*

## **1. Marketing research implications**<sup>435</sup>

Marketers need to determine the optimal utilization of AI for the identification and comprehension of the competition and competitive advantages, the exploration and comprehension of current and prospective customers, their preferences, and sentiments.

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<sup>433</sup> **Para-social relationships** denote the psychological bonds individuals form with media entities, including celebrities or fictional characters. These connections influence over individuals' perceptions and attitudes towards brands. It is important to comprehend how these interactions serve as mediators in shaping the influence of individual needs and media expectations on the establishment of brand trust and commitment

<sup>434</sup> Cfr. Tatar and Eren-Erdoğan (2016) cited in Deryl et al. (2023), p. 12

<sup>435</sup> Unless otherwise mentioned cfr. Huang et al. (2021), p. 12

For organizations adopting a theory-driven approach to marketing strategies, the data and insights derived from this stage assume a crucial significance. From the data acquisition perspective, it involves the procurement of data, a process that can be partially automated or facilitated by technological means. While surveys and experimental methods typically align with theoretical frameworks, other approaches lean more towards being data centric. In contrast, contemporary methodologies largely automate data collection through the integration of technologies such as the Internet of Things (IoT), social networking sites, and mobile apps, as well as sensor technologies like remote sensing and detection, and wearable technologies such as smartwatches and Fitbits. These mechanized AI approaches enable the real-time tracking and capture of data within the context of customer experiences. Consequently, spontaneous data collection tends to be more data-centric; nevertheless, the formulation of a priori theories to guide and continually refine the ongoing data collection process can imbue it with a theoretical orientation.

Market analysis typically follows a standardized approach across firms, exhibiting a limited degree of customization. Consequently, the insights derived from such analyses may have constraints in formulating a distinctive value proposition. In contrast, online reviews, opinions, and behaviours present opportunities for extensive mining, encompassing data in various formats such as text, image, audio, or video. In scenarios where the research question is well-defined, as in the case of a mature brand, supervised machine learning facilitates theory-driven analysis. Conversely, in situations where the inquiry is ambiguous, such as with a new brand, unsupervised machine learning becomes instrumental in acquiring data-driven insights. Balducci and Marinova<sup>436</sup> provide a comprehensive overview of diverse methods for analysing unstructured data in the field of marketing. Advanced approaches to marketing analysis involve the application of deep learning methods, encompassing predictive analytics, computational creativity, personalization algorithms, and natural language processing systems. These methodologies contribute to the generation of insightful recommendations for marketing strategies.

Customer understanding in practical applications heavily relies on methods such as focus groups, where marketers closely observe customer behaviours, choices, and reactions to promotions to discern preferences and underlying motivations. In contrast, information

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<sup>436</sup> Cfr. Balducci and Marinova (2018) cited in Huang et al. (2021), p. 12

pertaining to customers' emotions, moods, and feelings can be directly gleaned from their interactions with artificial intelligence (e.g., conversational bots), obviating the need for inference from psychometrics. This data is subsequently analysed through feeling analytics, encompassing sources such as social media posts, voice recordings of customer interactions, and chat transcripts. Feeling analytics proves efficient in identifying customer insights at scale and with cost-effectiveness. Given the personal and contextual nature of emotional data, comprehending customers in their specific contexts yields more profound insights into their identities and preferences.

## 2. Marketing strategy (STP) implications

Marketers possess the opportunity to deploy the three AI intelligences for the purposes of segmentation, targeting, and positioning, correspondingly. Particularly for organizations adhering to a data-driven orientation in their marketing strategy, this stage may assume a more prominent role compared to insights garnered through traditional marketing research methodologies.<sup>437</sup>

The prevailing methodology for *segmentation* relies on the marketer's intuition and domain expertise in selecting a limited set of segmentation variables, encompassing demographics, psychographics, and behavioural factors, to delineate market segments. This conventional approach perceives customers as aggregated entities rather than individuals. In contrast, the utilization of data mining for market segmentation obviates the necessity for marketers to predetermine segmentation variables a priori. Unsupervised machine learning can autonomously discern patterns, allowing for the exploration of a virtually limitless array of variables to carve out market segments in an innovative manner, often surpassing discernible patterns identified by human marketers. This paradigm resembles the customer lifetime value model, wherein each customer holds intrinsic value. Marketers can access personal information that precedes family knowledge in this context.<sup>438</sup> Presently, the *targeting* process predominantly relies on the subjective judgment of marketers, drawing from considerations of the firm's resources, competitive advantages, and the perceived value of a segment to the organization. This practice typically operates at the segment level rather than the individual level, often

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<sup>437</sup> Cfr. Huang et al. (2021), p. 12

<sup>438</sup> Cfr. Huang et al. (2021), p. 13

necessitating a trade-off between segment size and effectiveness. In contrast, following meticulous segmentation facilitated by AI, the responsibility of recommending optimal target segments is entrusted to the AI system. The potential outcome is likely to involve personalized targeting, given the inherent strength of AI in personalization. With the capacity to segment the market in diverse ways at the individual customer level, contemporary targeting practices frequently operate at this granular level. Furthermore, this new targeting paradigm demonstrates flexibility by enabling the aggregation of individual customers into a segment when shared preferences are identified, or conversely, the disaggregation of a segment when heterogeneity within the segment becomes apparent. Targeting, in this context, extends beyond mere identification of segments to the crucial decision of whether to pursue them. This determination hinges on predicting the outcomes of pursuing a particular segment and achieving scalable predictions at the individual level is contingent upon the assistance of AI.<sup>439</sup> While, in the context of *positioning*, a process characterized by judgment, intuition, and creativity, Kelly<sup>440</sup> asserts that creativity extends beyond novelty to encompass social acceptability. Despite the increasing instances of AI applications, there remains a considerable developmental distance for AI to achieve a level of creativity comparable to that of humans while simultaneously preserving strategic relevance.

Illustratively, the 2018 Lexus car television commercial, "Driven by Intuition," employed an AI-generated script through a machine learning approach. Lexus equipped machines with a combination of award-winning luxury advertisements, brand data specific to Lexus, and emotion data that demonstrated resonance with viewers. The narrative aimed to convey the story of the new ES executive saloon car. While the commercial possesses face validity as a luxury car advertisement, its strategic efficacy may be questioned due to perceived shortcomings such as unclear customer segmentation and ambiguous positioning, as highlighted by Rust and Huang.<sup>441</sup>

Creativity is often associated with divergent thinking and the capacity to employ unconventional modes of reasoning, leading to the generation of novel ideas and solutions.<sup>442</sup> At the individual level, creativity pertains to abilities and traits that are

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<sup>439</sup> Cfr. Huang et al. (2021), p. 14

<sup>440</sup> Cfr. Kelly (2019) cited in Huang et al. (2021), p. 14

<sup>441</sup> Cfr. Rust and Huang (2020) cited in Huang et al. (2021), p. 14

<sup>442</sup> Cfr. Lucchiari et al. (2018) cited in Ameen et al. (2022), p. 12

integral to the generation of original ideas and problem-solving.<sup>443</sup> The manifestations of creativity can be cognitive, emotional, or a combination of both.<sup>444</sup> The literature underscores the psychological underpinnings of creativity, with investigations delving into an array of cognitive and emotional skills. In the realm of cognitive skills, scholarly attention has been directed towards intelligence<sup>445</sup>, cognitive ability<sup>446</sup>, learning<sup>447</sup>, attention<sup>448</sup>, resilience<sup>449</sup>, memory<sup>450</sup>, thinking abilities<sup>451</sup>, intellect<sup>452</sup>, generation of ideas<sup>453</sup>, and intuition<sup>454</sup>. Concerning emotional skills, research has delved into the impact of positive and negative emotions<sup>455</sup>, empathy<sup>456</sup>, and into the emotional intelligence<sup>457</sup>.

### 3. Marketing action implications<sup>458</sup>

Marketers can harness the capabilities of the three AI intelligences to align the traditional 4Ps with the contemporary 4Cs in marketing endeavours. The crucial inquiries pertain to the selection of appropriate AI modalities and the strategic deployment thereof in marketing initiatives.

#### *Product*

In the context of product decisions, current methodologies involve the application of conjoint analysis to determine the optimal configuration of product attributes during development. Subsequently, test markets are employed to gauge the acceptance levels of the product, with post-launch aggregate sales serving as a surrogate for customer feedback. In contrast, an emerging approach entails the utilization of mechanical AI to

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<sup>443</sup> Cfr. Ummar & Saleem (2020) cited in Ameen et al. (2022), p. 12

<sup>444</sup> Cfr. Dietrich (2004) Kaufman and Baer (2005) and Sánchez-Ruiz et al. (2011) cited in Ameen et al. (2022), p. 12

<sup>445</sup> Cfr. Burhan et al. (2017) and Peters & Reveley (2015) cited in Ameen et al. (2022), p. 12

<sup>446</sup> Cfr. Kellner et al. (2016) cited in Ameen et al. (2022), p. 12

<sup>447</sup> Cfr. Jou et al. (2010) and Valaei et al. (2017) cited in Ameen et al. (2022), p. 12

<sup>448</sup> Cfr. Wilson et al. (2015) cited in Ameen et al. (2022), p. 12

<sup>449</sup> Cfr. Hernández et al. (2015) cited in Ameen et al. (2022), p. 12

<sup>450</sup> Cfr. Wilson et al. (2015) cited in Ameen et al. (2022), p. 12

<sup>451</sup> Cfr. de Vere et al. (2010) cited in Ameen et al. (2022), p. 12

<sup>452</sup> Cfr. Joy (2005) cited in Ameen et al. (2022), p. 12

<sup>453</sup> Cfr. Farid et al. (1993) cited in Ameen et al. (2022), p. 12

<sup>454</sup> Cfr. Haag & Coget (2010) cited in Ameen et al. (2022), p. 12

<sup>455</sup> Cfr. Spendlove (2007) cited in Ameen et al. (2022), p. 12

<sup>456</sup> Cfr. Su et al. (2021) cited in Ameen et al. (2022), p. 12

<sup>457</sup> Cfr. Hoffmann et al. (2020) cited in Ameen et al. (2022), p. 12

<sup>458</sup> Unless otherwise mentioned Huang et al. (2021) cfr. p. 14-15

automate production and service processes, as demonstrated by Huang and Rust<sup>459</sup>. Additionally, cognitive technologies, categorized under thinking AI, find application in expediting product research and development, particularly prevalent in domains such as drug development. Feeling AI, exemplified by social robots and conversational bots, is employed for direct customer interaction, enabling real-time, firsthand customer feedback on the product. This iterative process forms an adaptive loop, fostering continuous product improvement based on ongoing customer input.

### *Price*

Regarding pricing strategies, current methodologies involve the display of prices on various retail platforms, with discriminative pricing based on segmented markets, and reliance on salespeople for negotiating prices. The adaptability of offline price menus is challenging and resource-intensive, while online counterparts, though more easily updated, are susceptible to direct comparisons. Price determination typically necessitates meticulous and comprehensive calculations, factoring in various considerations. Negotiating prices is often characterized as more of an art than a science, particularly for high-value items. Conversely, emerging practices incorporate mechanical AI for the automation of price setting and adjustments, thinking AI for personalized pricing strategies, and feeling AI for dynamic price negotiations. Routine tasks such as price updates are efficiently handled by mechanical AI, while the powerful computational capabilities of thinking AI facilitate nuanced and individualized price setting, considering the unique preferences and sensitivities of each customer. Price negotiation processes are augmented by feeling AI, which discerns real-time customer reactions to offered prices, enhancing the adaptability and responsiveness of negotiations.

### *Place*

Presently, conventional practices within the domain of distribution and logistics involve the implementation of self-service mechanisms for the automation of routine delivery processes and the utilization of labour-intensive physical distribution systems for order processing, materials handling, and delivery. Frontline personnel, typically unskilled, provide standardized assistance, while emotional labour is delegated to frontline

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<sup>459</sup> Cfr. Huang and Rust (2020) mentioned Huang et al. (2021), p. 14

employees. An emerging trend involves the increasing automation of distribution, logistics, and delivery processes through the integration of mechanical AI. This development is exemplified by the implementation of product tracking systems, enabling firms to monitor the location of products within the supply chain and providing customers with real-time updates on the anticipated delivery timeline. This manifestation of mechanical AI in distribution represents a rapidly evolving practice within the contemporary landscape.

### *Promotion*

Artificial intelligence (AI), exemplified by personal shopping assistants, has been employed to guide customers in locating products. Feeling AI, embodied by conversational bots, serves to convey emotions in service interactions, circumventing the necessity for actual emotional experiences.<sup>460</sup> In the realm of promotion, the media planning aspect exhibits a heightened degree of automation facilitated by mechanical AI, given the repetitive nature of the associated tasks. Although the content creation facet of promotion currently demonstrates less automation, there is a discernible shift toward the involvement of thinking AI, such as AI writers, in autonomously generating content or stimulating human creativity. Despite this progression, customer reactions to promotional efforts predominantly rely on traditional marketing research methods. An emerging trend is the integration of feeling AI, such as feeling analytics, to dynamically sense, respond to, and adjust promotions in real-time based on customers' emotional reactions.

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<sup>460</sup> Cfr. Wirtz et al. (2018) cited in Huang et al. (2021), p. 11



### **3.7 Limitations and direction for future research: a necessity for a more brand-focused application of AI in Brand Management**

In the analysis of modern marketing methodologies, there is a growing reliance on artificial intelligence (AI) to analyse and understand consumer behaviour and trends. This strategic incorporation of AI is pivotal in predicting future outcomes and adapting advertising strategies based on these insights. By combining a sophisticated mix of data, statistical algorithms, and advanced AI technology, marketers can forecast emerging trends in the marketing arena. AI's dynamic capability is highlighted by its continuous learning from expanded datasets, enhancing the precision of results. This analytical capacity allows for the creation of targeted advertisements, optimally placed within the consumer's purchasing process, thereby optimizing content deployment at critical moments. Recent research in the field of AI in marketing and brand management primarily focuses on the exploration of various tools for customer relationship management and understanding customer journeys, attitudes, and responses to AI services. These studies consider elements like trust, satisfaction, experiential dimensions, acceptance, and purchasing intent. Specifically, a massive portion of research delves into intelligent content marketing and the use of web technologies. This scholarly dialogue indicates a historical focus on AI-driven experiential marketing and meeting customer needs. For instance, Grandinetti's examination highlights the evolution in this area, emphasizing the crucial relationship between AI and the experiential aspects of marketing, with the goal of achieving customer satisfaction. A prominent example of this research trend is Chandra's study, which zeroes in on customer experiences in AI-enhanced digital marketing campaigns.

Building upon Sirmon et al.'s work<sup>461</sup>, contemporary research is progressively focusing on how firms develop unique capabilities through the bundling processes, including capability building, creation, and development, to secure competitive advantage.<sup>462</sup> Future studies are encouraged to probe the role of artificial intelligence in these processes. Current academic efforts highlight AI's significant presence in various sectors, such as entrepreneurship and retail, suggesting extensive opportunities for research in expanding the AI-enablement paradigm. Indeed, research by Kozinets and Gretzel<sup>463</sup> reveals that

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<sup>461</sup> Cfr. Sirmon et al. (2007 and 2008) cited in Manis et al. (2023), p. 14

<sup>462</sup> Cfr. Madhavaram et al. (2023), cited in Manis et al. (2023), p. 14

<sup>463</sup> Cfr. Kozinets and Gretzel (2021), p. 2

algorithmic branding may hinder direct marketer-customer interactions and the acquisition of customer-oriented insights. This observation opens avenues for scholarly examination of employing such technology to foster beneficial long-term relationships. Furthermore, it is imperative for future research to address the profound ethical concerns linked to algorithms and algorithmic branding, with a particular focus on a critical aspect: «the socio algorithmic construction of identity categories».<sup>464</sup>

The integration of Artificial Intelligence (AI) in diverse marketing sectors necessitates extensive learning for its evolution into a universally beneficial tool for marketers. Ameen et al.<sup>465</sup> recommend a strategy focusing on balanced augmentation, combining human expertise with AI, rather than full automation. This approach is crucial for optimizing outcomes and is elaborated in their proposed typology, which is invaluable for understanding AI's role in enhancing creativity in marketing and brand management. Moreover, in the rapidly evolving marketing landscape, shaped by digital advancements, the application of creativity is crucial and extends beyond traditional realms like advertising and product design. Identifying customer journey touchpoints needing creative input is essential. Successful AI integration requires maintaining high-quality resources, including advanced technology and a skilled workforce. Hiring and educating personnel proficient in AI, especially those with a creative orientation, is essential for corporate advancement. Moreover, fostering a blend of human intuition and machine precision is key. Implementing AI can significantly improve marketing strategies, customer experiences, and methods for attracting and converting prospects.

### **Redefining Marketing Focus: Embracing a Brand-Centric Approach in AI Integration**

As observed in my research, the current trajectory of academic research and innovations in marketing gravitates towards a consumer-centric perspective. This approach encompasses all aspects from the customer journey to behavioural responses towards innovative technologies, with a focus on their impact on cultural and social dimensions. Notably, this chapter draws attention to the predominance of marketing analyses centred primarily on the consumer's viewpoint, thereby positioning the consumer as the principal focus of such studies. However, this pathway reveals a significant shortfall in the

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<sup>464</sup> Cfr. Kotliar (2020) cite in Kozinets (2022), p. 11

<sup>465</sup> Cfr. Ameen et al. (2022)

comprehensive examination of brands as central elements within the framework of Artificial Intelligence (AI) applications in marketing.

Moreover, the rapid advancement of AI in recent years has facilitated its integration into marketing and brand management, enabling both direct and indirect interactions with consumers and allowing for targeted audience engagement, thereby enhancing the achievement of brand objectives. The diverse array of AI tools and methods assists in nurturing Brand-Consumer relationships. Despite these advancements, there is a conspicuous lack in the in-depth analysis of the brand itself, notably in aspects of its identity, image, and external perception. Understanding and focusing on the brand, rather than exclusively on the consumer, is crucial for several reasons. A brand's identity and image are fundamental in distinguishing it within a competitive market. In an environment where consumers are inundated with choices, a distinct brand identity becomes a critical factor in their decision-making process. Additionally, comprehending a brand's identity is instrumental in devising marketing strategies that effectively resonate with the intended audience, a necessity in the digital age where consumer engagement and loyalty are key to long-term success. The integration of AI in brand analysis offers unparalleled insights into how a brand is perceived, identifying discrepancies between its intended image and consumer perception. These insights are invaluable for realigning marketing strategies to more accurately mirror the brand's core values and identity. AI's capacity to analyse extensive data sets can reveal trends and patterns in consumer behaviour and preferences, facilitating a more intricate understanding of a brand's market perception.

This research proposes to explore a brand-centric approach, utilizing AI (including tools for more customer-centric purposes, already developed, and explored in this research).

to analyse the brand and corporate's identity, and image. It aims to investigate how a brand is perceived externally and to assist managers in aligning their brand management strategies to ensure congruence between external perception and the brand's core elements. Such alignment is vital to ensure that the brand's image and identity are not just effectively communicated, but also genuinely perceived, thereby reflecting the brand's true essence. An extensive exploration of this topic necessitates an understanding that transcends a narrow focus on consumer perceptions. The existing dominance of consumer-oriented marketing reports underscores the need for a more holistic approach.

The lack of thorough examination of the brand as a crucial element in AI applications represents a significant gap in academic research. Consequently, the deficiency in scholarly discourse concerning the intricate relationship between AI and brand analysis is identified as a critical area requiring more detailed investigation and academic attention. A comprehensive understanding of the brand from this perspective is essential for the development of effective branding and marketing strategies and the establishment of a robust brand identity in the modern market landscape.

# **CHAPTER 4**

## **The Brand: Definition and Exploration of Key Characteristics**

### **4.1 The Objectives and Research Methodology of the Literature Review and the Case Study**

#### **The Objectives of the Research and Case Study**

The methodology delineated in this research constitutes a pivotal element in the designing of a new, competitive, and innovative approach that intersects the realms of Brand Management (examined in Chapter 1) and Artificial Intelligence (explored in Chapter 2), aiming to redefine the dynamics within these fields. This research is grounded in an extensive and insightful review of the literature, scrupulously exploring the diverse applications of artificial intelligence in Brand Management and Marketing (as delineated in Chapter 3). The review critically assesses the current landscape, spotlighting the predominant focus on consumer perspectives while revealing a significant research gap concerning the internal analysis of brands, particularly in terms of Brand and Corporate Identity and Image. Recognizing the limitations inherent in current research, I could suggest potential directions for future academic investigations.

The objective of this thesis is to transcend this evident gap by designing and testing an innovative AI-driven approach for an in-depth examination of Brand's communication and Identity process. Thus, facilitating both self-analysis, market and competitor analysis. Indeed, this approach is intended to empower brands and corporations to undertake a meticulous introspective analysis, with the objective of aligning their communication strategies, identity (and consequently, image) with the desired outcomes. Furthermore, it facilitates an enhanced understanding of the market, competitors, and related dynamics. It also has the potential to enhance the comparison between brand and competitors' communication, identity, and image. Such an approach not only addresses the identified research gap but also offers new perspectives for businesses, enabling a more effective management, closely aligned with specific objectives and competitive strategies.

This involves a process of attributing a unique personality to the brand, referenced against the 16 MBTI personality types. To achieve this, it is necessary to identify the cognitive

traits associated with the brand, based on an analysis of the communication style. Thereby potentially facilitating a nuanced understanding of a brand's disposition as perceived publicly. It is worth considering that the alignment of brand personality with the MBTI of their target consumer base may be a strategic endeavour to foster a deeper connection and loyalty. Moreover, tailoring the communication strategies, reflecting consumers' current and aspirational traits, thereby enhancing emotional engagement. It is essential to emphasize that this thesis does not aim to oversimplify or overgeneralize based on typologies, as the behaviour of each entity can be subject to a multitude of influences, encompassing cultural or situational variables.

#### **4.1.1 The Literature Review Methodology**

The literature review of chapters one, two and three encapsulates a comprehensive one-year research endeavour, meticulously sourcing and scrutinizing relevant materials. Those are predominantly institutional in nature or derived from studies published by authoritative entities and informational bodies. Regarding statistical data and current information, I have chosen to utilize non-institutional yet reputable and significant sources, thereby ensuring the academic rigor and authenticity of all the information contained in this document.

Over the past year, I have engaged in a rigorous exploration of articles and texts that centrally address the themes articulated in this thesis. The literature review component of this thesis encompassed an analysis of scholarly texts, academic papers, and other dissertations to contextualize and elucidate the two key components of my research. Some sources were recommended by my thesis supervisor and their associates, ensuring a foundation of scholarly rigor. Nevertheless, the majority of the sources were meticulously curated from web searches, predominantly from sites dedicated to abstract and citation database collections, meticulously maintained with enriched data and connected academic literature across a broad spectrum of disciplines. Additionally, some of my sources originated from research articles found in McKinsey & Company newsletters or references discovered on LinkedIn, to guarantee updated and contemporary information. In these cases, I diligently verified the validity and reliability of the articles and the information therein before integration into my research.

The first two chapters of this dissertation delve into the realms of branding and artificial intelligence, setting the contextual foundation for the research thesis's central theme. These chapters served as a pivotal starting point for an in-depth comprehension of fundamental concepts pertaining to brand strategy, brand and corporate identity, as well as the operational mechanics and logical processes underpinning artificial intelligence. Chapter One is primarily grounded in an analysis of seminal academic texts in the fields of brand management, marketing, and business management. This analysis is enriched by a review of articles on branding sourced from reputable databases utilizing keywords such as "Brand," "Branding," "Brand Image," "Brand Identity," etc, and academic textbooks. The methodology for constructing Chapter Two involved a targeted search for materials relevant to artificial intelligence, employing keywords like "AI", "AI + definitions", "AI + applications", and so on. After thorough reading and analysis of the text materials deemed pertinent, the information was synthesized in a coherent and logical manner, culminating in a comprehensive narrative crafted by the researcher.

Chapter three constitutes the core of this thesis, facilitating a holistic analysis of the integration of AI into brand management and marketing within the contemporary business landscape. This analysis discerned the applications, benefits, and research limitations of this technological integration, thereby leading to the proposition of an innovative approach within this thesis. The initial research for composing this chapter commenced in February 2023, involving the scrutiny of pertinent literature, updating the references gradually, thus guaranteeing a truthful update of the information. Utilizing esteemed databases and repositories such as Scopus, Science Direct, and Elsevier, alongside insights from McKinsey & C. Newsletters, the research cast a wide net, initially engaging with approximately 800 documents. However, a more focused analytical lens was applied to approximately 30 documents deemed most pertinent to the study's thematic core. The exploration was primarily navigated through the employment of targeted keywords, specifically "AI" in conjunction with "Brand," "Brand Management," and "Marketing." This strategic keyword utilization facilitated a nuanced and in-depth examination of the intersection between Artificial Intelligence and brand-related strategies and processes. The temporal scope of the literature encompassed publications from the years 2019 to 2024, ensuring a contemporary perspective that captures the latest developments and scholarly discourse in the rapidly evolving domains of AI integration in branding and marketing. After reading and analysing all the materials pertinent to the composition of

this chapter, I identified the interconnections among them, organizing the subjects into a comprehensive discourse enriched with detailed and contemporary insights for a holistic understanding of the topic.

#### 4.1.2 An Examination of the MBTI Personality Types

The Myers-Briggs Type Indicator (MBTI)<sup>466</sup>, a conceptual framework developed by Isabel Briggs Myers and Katharine Cook Briggs, categorizes sixteen distinct personality types. This classification is founded upon Carl Jung's theory of psychological types, which he proposed in 1921. Jung hypothesized that the human psyche is primarily comprised of four cognitive functions:

- *Two perceptive*
  - Intuition (N)
  - Sensation (S)
- *Two judgmental*
  - Thinking (T),
  - Feeling (F),

These foundational notions were further expounded upon and systematically organized in his seminal work, "Psychological Types"<sup>467</sup>, subsequently serving as the theoretical basis for the development of the MBTI. It proposes that variations in human behavior are not random but are orderly and consistent due to basic differences in the ways individuals prefer to use their perception and judgment. This typologies hinge on four dichotomies:

1. Extraversion vs. Introversion (E/I),
2. Sensing vs. Intuition (S/N),
3. Thinking vs. Feeling (T/F),
4. Judging vs. Perceiving (J/P)

Each represents a spectrum of psychological preferences that influence an individual's perception and interaction with the world. The intersection of these dichotomies culminates in 16 unique personality archetypes, each denoted by a four-letter code, encapsulating a set of intrinsic cognitive functions and behavioral patterns. It is

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<sup>466</sup> Cfr. Myers and Myers (1980)

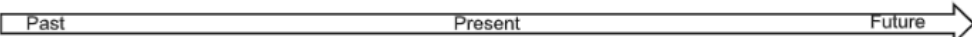
<sup>467</sup> Cfr. Jung (1971)



noteworthy that the reliability and validity of the MBTI as a tool for assessing individual personality is deemed satisfactory<sup>468</sup>, leading to its extensive application across various fields such as organizational contexts and personal growth initiatives. Indeed, Lenore Thomson<sup>469</sup> assigned the sixteen Types identified with the MBTI to the four cognitive functions highlighting how in every person's psyche those four different forces constantly act.

The following table shows the dynamic of the four cognitive functions for the sixteen Psychological Types.

<b>ISTJ - The Inspector</b> Introvers Sensing Extraverted Thinking Introvers Feeling Extraverted Intuition	<b>ISFJ - The Protector</b> Introvers Sensing Extraverted Feeling Introvers Thinking Extraverted Intuition	<b>INFJ - The Advocate</b> Introvers Intuition Extraverted Feeling Introvers Thinking Extraverted Sensing	<b>INTJ - The Architect</b> Introvers Sensing Extraverted Feeling Introvers Thinking Extraverted Intuition
<b>ISTP - The Virtuoso</b> Introvers Thinking Extraverted Sensing Introvers Intuition Extraverted Feeling	<b>ISFP - The Adventurer</b> Introvers Feeling Extraverted Sensing Introvers Intuition Extraverted Thinking	<b>INFP - The Mediator</b> Introvers Feeling Extraverted Intuition Introvers Sensing Extraverted Thinking	<b>INTP - The Thinker</b> Introvers Thinking Extraverted Intuition Introvers Sensing Extraverted Feeling
<b>ESTP - The Persuader</b> Extraverted Sensing Introvers Thinking Extraverted Feeling Introvers Intuition	<b>ESFP - The Entertainer</b> Extraverted Sensing Introvers Feeling Extraverted Thinking Introvers Intuition	<b>ENFP - The Champion</b> Extraverted Intuition Introvers Feeling Extraverted Thinking Introvers Sensing	<b>ENTP - The Debater</b> Extraverted Intuition Introvers Thinking Extraverted Feeling Introvers Sensing
<b>ESTJ - The Director</b> Extraverted Thinking Introvers Sensing Extraverted Intuition Introvers Feeling	<b>ESFJ - The Caregiver</b> Extraverted Feeling Introvers Sensing Extraverted Intuition Introvers Thinking	<b>ENFJ - The Giver</b> Extraverted Feeling Introvers Intuition Extraverted Sensing Introvers Thinking	<b>ENTJ - The Commander</b> Extraverted Thinking Introvers Intuition Extraverted Sensing Introvers Feeling



*Tab. 6 The Psychological Types house<sup>470</sup>*

<sup>468</sup> Cfr. Cheng and Hee Kim (2010)

<sup>469</sup> Cfr. Thomson (1998)

<sup>470</sup> Cfr. Lake and Baldo (2009)

As delineated in the provided table, each type possesses:

- The dominant function, which is the one we most proficiently manage and with which we tend to identify.
- The auxiliary function that supports the dominant in achieving its goals and mitigates its excesses.
- The tertiary function, which serves as a mediator between the conscious and the unconscious dimensions.
- The inferior function, deeply embedded in the unconscious, expressing a viewpoint contrary to that of the dominant function.

Discord between these primary functions often leads to identity conflicts. The two inferior functions, less conscious and more challenging to manage, include the "Barbaric" function as termed by Jung. This function, though unruly and reason-resistant, can catalyze recovery and innovation during crises.<sup>471</sup> Psychological typologies are not rigid; individuals can navigate different "Type" aspects, akin to moving between rooms in a house, though natural inclinations guide them back to their comfort zones, particularly during stress.<sup>472</sup>

In this metaphorical house, introverted types reside in the upper floors, drawing energy internally, whereas extraverted types occupy the lower floors, engaging with the external world for rejuvenation. Sensing types are in the left columns, grounded in the tangible aspects of the past and present, while intuitive types, focused on future possibilities, are in the right columns. Thinking types, the logical pillars of the house, are found in the outer columns, with concrete thinkers (ST) on the left and abstract thinkers (NT) on the right, providing a stable, rational framework. In contrast, feeling types, centered on values and interpersonal harmony, occupy the heart of the house. Judging types, symbolizing decisiveness, are positioned at the top and bottom floors, akin to the foundations and roof, whereas perceiving types, open to external influences, are situated in the central floors, symbolizing openness, and adaptability.

*The Introvert Sensing types: ISTJ and ISFJ*<sup>473</sup>

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<sup>471</sup> Cfr. Thomson (1999)

<sup>472</sup> Cfr. Lake and Baldo (2009)

<sup>473</sup> Ibid

## **ISTJ**

ISTJs are methodical, precise, and detail-oriented, excelling in structured tasks and environments. They prefer planned, controlled progress and are adept at practical implementation, particularly in tangible tasks. While conservative and change-resistant, preferring gradual adaptation, they thrive in managerial roles, especially in fields like accounting, finance, computer science, and engineering, which demand meticulousness and precision. ISTJs are known for their dedication, often working beyond standard hours to ensure tasks are completed and standards are met. Their workspaces mirror their mental organization: clean, orderly, and functional. Reluctant to embrace innovative technologies or methods, they operate on the principle of not fixing what is not broken. Preferring structured interactions, they value appointments and advance topic briefings via email. Though introverted, ISTJs can be instrumental in supporting data-driven projects, requiring well-researched, detailed proposals to be convinced. In leadership, they are efficient organizers, adhering to and enforcing rules and procedures. However, their focus on tasks can sometimes overshadow interpersonal aspects in conflict situations. While present-oriented, ISTJs could benefit from considering broader implications and embracing flexibility. Their dominant Introverted Sensing drives them to collect data, but balanced decision-making necessitates developing their secondary function, Extraverted Thinking, and being open to different perspectives.

## **ISFJ**

ISFJs are dedicated to practical support, organizing systems to aid others while maintaining a detail-oriented and people-focused approach. They foster a warm, welcoming workplace and prefer supporting roles over the spotlight. Their contributions enhance engagement and commitment within organizations. As communicators, they are attentive listeners, prioritizing the needs and information of others. Their leadership is characterized by motivation, reliability, and a commitment to duty, fostering a supportive environment for change by valuing others' needs. In problem-solving, they seek practical, inclusive solutions, yet their focus on detail can slow progress. ISFJs aim to balance relationships and results in conflict management, but their pursuit of consensus may overshadow their own priorities. For personal growth, ISFJs should allocate time for self-reflection. Their dominant Introverted Sensing drives their dependability, but an overemphasis on this can lead to dwelling on situations. Developing their secondary

function, Extraverted Feeling, is essential to balance their focus and ensure their own needs are not neglected. Their tertiary function, Introverted Thinking, can reinforce their altruistic approach, ensuring their actions align with a broader, principled system.

*The Introvert Intuition Types: INFJ and INTJ*<sup>474</sup>

## **INFJ**

INFJs are catalysts for positive change, championing values and ethics with a forward-thinking approach. They foster collaboration and unity through empathetic leadership and insightful communication, emphasizing long-term well-being and growth. Contributing to organizations with discretion and empathy, INFJs inspire teams towards shared visions. They advocate for transformative change, approaching challenges with a comprehensive perspective and resolving conflicts through empathy and common goals. Personal development for INFJs involves enhancing detail orientation and assertiveness to protect team interests. Their introspective nature, driven by Introverted Intuition, prompts deep exploration of ideals and realities. While they develop Extraverted Thinking for structured insights, INFJs may also use Introverted Judgement for self-protection or emotional autonomy.

## **INTJ**

INTJs are strategic thinkers, proficient in identifying trends and driving long-term organizational goals. Their analytical skills enable them to innovate and provide clear, compelling communication, aligning teams with a shared vision. Their methodical and analytical nature contributes significantly to their approach, enabling them to evaluate options meticulously and formulate advanced strategies. In communication, INTJs are known for their ability to articulate clear, logical pathways, effectively sharing their visions and uniting team members towards common objectives. Their leadership is characterized by a clear focus on outcomes, maintaining team alignment with goals while promoting individual autonomy and precision. Personal growth for INTJs involves balancing autonomy with collaboration and further developing their Extraverted Thinking

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<sup>474</sup> Ibid

to deepen their understanding and interpersonal connections, thus enriching their professional and personal development.

*The Introvert Thinking Types: ISTP and INTP*<sup>475</sup>

## **ISTP**

ISTPs excel in pragmatic problem-solving, swiftly navigating crisis situations with a focus on practical, measurable outcomes. Their inherent pragmatism and proactive nature equip them to tackle challenges effectively, often taking the lead in solution-oriented actions. In the corporate realm, ISTPs contribute through their practical, resolute approach, expertly handling problems with a focus on concrete results. Their communication is detail-centric, sometimes exhaustively so. As leaders, they foster autonomy and independence, promptly addressing issues and advocating for sensible, grounded change. Their problem-solving is logical, anchored in factual analysis with an emphasis on immediate actionability. In conflict, ISTPs view challenges as opportunities to triumph, although their focus on practicality may overlook the nuances of interpersonal dynamics and abstract concepts. For personal growth, ISTPs should infuse creativity into their planning, explore personal values, and enhance their sensitivity in interpersonal relations. Dominated by Introverted Thinking, ISTPs connect with their feelings when engaging with subjective logic. Developing their Extraverted Sensing is crucial for adapting to less familiar situations and maintaining sharp perceptual logic.

## **INTP**

INTPs are strategic thinkers, adept at discerning patterns and trends, and excel in devising innovative solutions for the future. While sometimes lost in their thoughts and neglectful of immediate surroundings, their strength lies in conceptualizing and refining ideas. In corporate settings, INTPs contribute as insightful analysts, synthesizing complex information and embracing novel perspectives. They listen intently, focusing on the logical essence of discussions. As leaders, they establish and uphold clear guidelines, valuing determined, independent team members. Their approach to change involves meticulous analysis and methodical planning. They tackle problems with a critical mindset, yet their conflict management style may appear indifferent, potentially

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<sup>475</sup> Ibid

overlooking team members needing support. INTPs could enhance their interpersonal relations and mitigate perceived aloofness by embracing social dynamics and applying their theoretical prowess to understand emotional intelligence frameworks. Their dominant function, Introverted Thinking, processes direct information to comprehend structural dynamics, while their secondary function, Extraverted Intuition, engages with external realities to assess situational influences, explaining their occasional need for direct engagement.

### *The Introvert Feeling Types: ISFP and INFP*<sup>476</sup>

#### **ISFP**

ISFPs are altruistic and attentive, prioritizing others' needs and excelling in creating harmonious, people-focused environments. They prefer supporting roles, offering practical assistance while often staying out of the spotlight. Their keen sensory perception enables them to attend to crucial details, ensuring harmony and meeting the moment's demands with empathy and practical care. In the corporate landscape, ISFPs contribute as pragmatic and adaptive problem-solvers, supporting from behind the scenes with creativity. Their communication is thoughtful and supportive, ensuring clarity and understanding. As leaders, they promote teamwork and respect individual working styles. Their approach to change is flexible and considerate of others' needs. They address problems by empathetically understanding different perspectives, focusing on details and facts. In conflict situations, ISFPs tend to avoid confrontation, preferring passive resolution strategies. For personal development, ISFPs are encouraged to seek mentorship, articulate their ideas and values more assertively, and visibly contribute to their teams. When facing insurmountable challenges, ISFPs may resort to their auxiliary function, Extraverted Sensing, for self-preservation, asserting their autonomy. If further pressed, their tertiary function, Introverted Intuition, helps them affirm their unique perspective and assert their autonomy.

#### **INFP**

INFPs excel in the world of ideas, driven by their strong values and a desire to create environments that nurture personal and professional growth. They often infuse their work

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<sup>476</sup> Ibid

with creativity and artistic flair but may find it challenging to fit into traditional roles. In organizations, INFPs shine as empathetic listeners and mentors, particularly in close-knit settings. They prioritize others' needs and viewpoints, fostering cooperation and innovation. Their leadership style encourages individual empowerment and diversity of thought, aiming for solutions that satisfy everyone. In conflicts, INFPs lean towards harmony over assertiveness, sometimes neglecting their own goals. They may struggle with structured processes and occasional oversight due to their intense focus. To grow personally, INFPs can work on achieving tangible outcomes and refining their assertive communication skills. Their dominant Introverted Feeling shapes their deeply held beliefs and life philosophy. Well-rounded INFPs adapt to various life situations, even if their values and actions seem unconventional. They use Extraverted Intuition to explore new possibilities and rely on Extraverted Thinking for self-awareness and setting boundaries in the face of external influences.

*The Extraverted Sensing Types: ESTP and ESFP*<sup>477</sup>

## **ESTP**

ESTPs are adventurous, pragmatic, and detail-oriented, thriving in spontaneous, risk-filled scenarios. Their preference for practical actions over planned procedures makes them adaptable and efficient in uncertain situations. In professional settings, ESTPs take charge effectively, presenting data-driven perspectives with enthusiasm and openness. Their leadership style is proactive, focusing on factual analysis and exploring alternatives. Their approach to change is action-oriented, preferring tangible actions over abstract concepts. They favor practical solutions and are willing to compromise to keep things moving. However, their impatience and disregard for authority can lead to conflicts and overlook the importance of corporate values and interpersonal dynamics. For personal growth, ESTPs should develop emotional intelligence, refine their interactions with others, and enhance their organizational skills. Their dominant Extraverted Sensing, combined with Introverted Thinking, allows them to critically assess situations and act decisively. When their tertiary function, Extraverted Feeling, is engaged, it can aid in garnering support from others. Focusing on their secondary function, Introverted

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<sup>477</sup> Ibid

Thinking, can help them balance their quest for new experiences with meaningful contributions to their surroundings.

## **ESFP**

ESFPs are vibrant and sociable, thriving in the present and excelling in creating harmonious, people-centric environments. They naturally spotlight the positive, effortlessly crafting friendly, social settings with available resources. Professionally, ESFPs shine in public relations and event organization, fostering enhanced business interactions. They promote open, reciprocal communication and engage as amiable conversationalists. As leaders, they inspire motivation, define roles clearly, and drive swift productivity. Their approach to change is dynamic and adaptable, welcoming new opportunities with energy and spontaneity. In problem-solving, they value diverse perspectives and aim for inclusive solutions. However, their sensitivity may lead them to sidestep conflicts, prioritizing harmony over addressing issues directly. For personal growth, ESFPs should focus on prioritizing effectively, seeking supportive networks, and crafting a values-centered, people-focused development plan. Their dominant Extraverted Sensing drives their people-centric approach, though it may lead to fleeting focus. Periods of dissatisfaction can occur, perceived as disorientation, prompting a retreat from social interaction. By harnessing their tertiary function, Extraverted Thinking, ESFPs can rejuvenate their enthusiasm. Developing their auxiliary function, Introverted Feeling, is crucial for embracing life's challenges and actively improving their circumstances.

*The Extraverted Intuition Types: ENFP and ENTP*<sup>478</sup>

## **ENFP**

ENFPs radiate natural warmth and attentiveness to others' needs, driven by a deep belief in human value and a passion for harmonious, creative futures. Their presence enhances group dynamics, fostering open, adaptable environments. In professional settings, ENFPs excel in nurturing interpersonal relationships and communicating enthusiastically, valuing diverse perspectives. Their leadership style involves harmonizing differing opinions and promoting unity. They welcome change positively and focus on inclusive, value-driven decision-making in problem-solving. While empathetic in conflict

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<sup>478</sup> Ibid



management, they balance technical and relational issues effectively. Their flexibility, however, may lead to disorganization. Personal growth for ENFPs involves enhancing practical skills like production, finance, and time management. Their auxiliary function, Introverted Feeling, anchors their actions in human values, fostering empathy and self-awareness. When well-harnessed, it complements their tertiary function, Extraverted Thinking, aiding in setting rational priorities and respecting others' perspectives.

## **ENTP**

ENTPs are creative and thrive in the realm of abstract concepts, often pioneering new systems and challenging conventional methods. Their future-oriented mindset drives their inventive capabilities, though they may require collaboration with more detail-oriented types for implementation. Commonly found in consulting, ENTPs are dynamic, constantly energizing discussions and driving innovation. Professionally, ENTPs contribute through their visionary outlook and creative intuition, focusing on broad overviews. Their communication style is engaging and inclusive. As leaders, they embody an entrepreneurial spirit, setting ambitious goals and swiftly recognizing the potential in change. They approach problems by exploring diverse perspectives but may struggle with compromise due to a sense of superiority. Their continuous flow of ideas challenges their time management, and they may inadvertently offend when fixated on their concepts. Personal growth for ENTPs involves cultivating personal relationships, hobbies, and practices like meditation to manage their relentless idea stream. Their cognitive process, led by Extraverted Intuition combined with Introverted Thinking, fosters self-awareness and adaptability. However, their strong reliance on intuition may overshadow their sensing and feeling aspects. Developing their Introverted Sensing can help ENTPs balance their inner priorities and remain open to directional shifts.

*The Extraverted Thinking Types: ESTJ and ENTJ*<sup>479</sup>

## **ESTJ**

ESTJs are proficient project managers, adept at coordinating tasks and steering teams towards timely completion. Renowned for their meticulous attention to detail and structured planning, they excel in roles requiring technical precision but may sometimes

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<sup>479</sup> Ibid

lack empathy and appear overly demanding. In organizations, ESTJs are industrious and methodical, skillfully converting ideas into practical outcomes. They communicate openly, focusing on pragmatic, result-driven dialogue. As leaders, they set clear roles and tasks, driving a disciplined and focused team dynamic. Their approach to change is decisive, imposing order and structure to navigate transitions. In problem-solving, they apply a thorough, systematic logic, yet their strong focus on control can dominate conflict resolution, potentially overlooking the softer aspects of team dynamics. For personal growth, ESTJs are encouraged to cultivate understanding and empathy towards others, enhancing their emotional intelligence. Their auxiliary function, Introvert Sensing, provides a rich internal database for planning but requires balance with their dominant Extraverted Thinking to avoid conflating logic with objectivity and maintain a well-rounded approach to decision-making.

## **ENTJ**

ENTJs are strategic visionaries, excelling in developing and communicating overarching goals and visions. They thrive in conceptual realms, steering groups towards structured and innovative futures. Typically found in strategic planning and leadership roles, ENTJs assertively present their forward-thinking strategies, emphasizing logical and rational approaches. In their contribution to organizations, ENTJs demonstrate a strong command over group dynamics, focusing on strategic communication and conceptual leadership. Their communication style is engaging and directive, fostering decisive participation and opinion formation. As leaders, ENTJs are dynamic and motivational, encouraging steadfast commitment to shared goals. Their approach to change is proactive, formulating clear, structured models to effectively guide transformations. In problem-solving, ENTJs apply direct and rigorous logic, though their assertive nature might dominate conflict resolution, sometimes overshadowing collaborative elements. For personal growth, ENTJs should cultivate empathy and introspection, enhancing their sensitivity to others' perspectives and emotional dynamics. Their primary function, Extraverted Thinking, drives their goal-oriented decisiveness. Balancing this with their secondary function, Introverted Intuition, helps mitigate overly dominant impulses and maintains a harmonious, logical approach to leadership and decision-making.

## **ESFJ**

ESFJs are natural hosts and meticulous planners, excelling in social interaction and ensuring comfort and harmony in group settings. Their practical approach to expressing care and creating a supportive environment is evident in their actions. In organizational roles, ESFJs provide valuable practical and social support, fostering engaging communication and aiming for consensus in leadership. Their approach to change is practical, drawing from past experiences, and they leverage personal insights to address problems collaboratively. While ESFJs strive to avoid conflicts, they engage empathetically when necessary. Sensitive to criticism and deeply valuing respect, ESFJs should focus on building supportive networks and enhancing their adaptability for personal growth. Their dominant Extraverted Feeling drives their social focus, but overreliance without balanced Introverted Sensing may lead to defensive reactions against unaligned information. ESFJs need their secondary function, Introverted Sensing, to objectively process challenging information. An overemphasis on Extraverted Feeling can cause a disconnect from practical goals, necessitating the engagement of their tertiary function, Extraverted Intuition, to address external challenges and adapt to changes effectively.

## **ENFJ**

ENFJs are vibrant and people-centric, adept at developing plans that resonate with core values and address collective needs. While their optimism is influential, it may lead to overlooking critical details and potential pitfalls. In professional settings, ENFJs prioritize human and ethical aspects in decision-making, fostering clear, consensus-driven communication and inclusive leadership. They navigate change with a focus on enhancing individual well-being and approach problems by aligning solutions with inviolable values, considering long-term impacts. Although adept at conflict resolution through empathy, ENFJs might inadvertently neglect the pragmatic and logical facets of business decisions. Personal growth involves integrating a more analytical perspective into their empathetic approach. Their primary function, Extraverted Feeling, seeks social harmony, skillfully incorporating personal perceptions into collective contexts. When

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<sup>480</sup> Ibid

facing complex issues, their auxiliary function, Introverted Thinking, provides a pragmatic counterbalance, guiding them towards practical, rational resolutions.

### **4.1.3 The Case Study Methodology**

In the pursuit of formulating and rigorously evaluating a novel methodology involving the application of AI tools for text analysis and brand identity process scrutiny, I have diligently collected a substantial array of data. This endeavour led to the establishment of two primary datasets, which have been instrumental in the implementation, meticulous examination, and validation of the innovative approach I am advocating in this dissertation. The work I have undertaken in this project can be systematically delineated into four distinct phases.

- Preliminary Phase: Identification of Brands and Corporates
- Phase 1: Data collection of all sectors
- Phase 2: Data collection of Food and Beverage sector
- Phase 3: Data Analysis and Visualisation

Having identified a gap in the academic literature and recognizing the potential of artificial intelligence tools in this domain, it was hypothesized that correlating the Myers-Briggs Type Indicator (MBTI) personality framework with brand communication styles could yield insightful results. To this end, I collected brand content samples and analysed them using an AI tool to infer cognitive traits from their communication patterns. Specifically, OpenAI's ChatGPT was employed for this analysis.

The inception of the project was marked on August 1, 2023, succeeding several months of preliminary research as previously delineated. Over the ensuing months, the project underwent various modifications, driven by developments that emerged from data collection, collaborative discussions with the research team, and consultations with the supervising professor. As will be elaborated in Phase 1, a strategic pivot to the premium version of ChatGPT catalysed the emergence of new, profoundly satisfying insights. Engaging with this project was a uniquely stimulating experience, offering a vantage point from which to observe the rapid technological advancements, especially in the realm of Chat GPT, within a remarkably brief period. Initially, the tasks carried out were manual and repetitive, mirroring our initial, rudimentary understanding of the burgeoning technological landscape. However, as our proficiency and acumen in navigating this

terrain expanded, these tasks increasingly gravitated towards automation, facilitated by advancements in AI technology. ChatGPT was initially conceived as a foundational tool. Over time, its role evolved, culminating in a near-comprehensive service offering. Given this trajectory, the prospective integration and application of AI tools within this domain is anticipated to be even more compelling in the future.

### **Preliminary considerations**

In the context of this analysis, the term 'brands' encompasses both individual brands and corporate entities. Furthermore, the project was conducted in Italian to ensure a more accurate analysis of the texts examined. The results presented in this document have been translated, striving to preserve the semantic integrity of the original language as closely as possible.

### **Preliminary Phase: Identification of Brands and Corporates**

Initially, a comprehensive identification process was undertaken to select a diverse array of brands and corporations for an in-depth analysis of their communication strategies. This selection was guided by a set of meticulously defined criteria:

1. *Company Size*: The focus was primarily on medium to large-scale enterprises.
2. *Market Presence*: A prerequisite was a substantial presence within the Italian marketplace.
3. *Corporate Origin*: The companies were predominantly of Italian origin or held significant relevance in the Italian market.
4. *Industry Sectors*: The scope of analysis encompassed a broad spectrum of sectors, including Automotive, Beauty, Design & Furniture, Fashion, Food & Beverage, Sport & Wellness, Technology, Tourism & Transport, among others.

In total, 1,147 brands and corporations were initially identified through this criteria-based approach. Subsequently, a subset of 102 entities was meticulously chosen for a more granular analysis of their communicative engagements. It is pertinent to note that the selection criteria were meticulously designed to ensure a representative cross-section of the market. This approach allows for a comprehensive analysis that accounts for market-specific communication dynamics and strategies. Moreover, the inclusion of a diverse range of sectors enables a comparative analysis, potentially revealing sectoral trends and

unique communication practices. This methodological rigor aims to enhance the generalizability of the findings, ensuring that they are reflective of broader market trends and practices in Italy.

### **Phase 1: Data collection of all sectors**

Possessing a predefined list of brands for analysing their communication styles, I embarked on a highly manual data collection process. For each brand, I scrutinized their online content and selected the most compelling pieces. This meticulous selection was not left to chance, both in this phase and the subsequent one. Primarily, I chose content rich in text, thereby providing ample material for Chat GPT to conduct a thorough analysis. Secondly, I gave preference to content that, in my judgment, was most viewed. Thereby shaping a perception of the brand that is predominantly influenced by user interaction. This included, for instance, content appearing on the first page of Google Search results, or the most visible or accessible sections of the brand's official webpage. Notably, this entailed accessing prominent content on the homepage, sections not excessively challenging to find while navigating the site or employing the most common keywords in the search.

For data compilation, I utilized two files, one in Word and another in Excel. In the Word document, I pasted texts progressively discovered during the content search, as previously elucidated. Each content piece was assigned a sequential identification number. Any content irrelevant to the analysis, such as advertisements or 'action' texts (e.g., "Click here"), was meticulously removed to prevent undue influence on the textual analysis.


The Excel file, on the other hand, was designated for collating all pertinent data associated with each analysed content. Indeed, each row corresponded to an individual content piece compiled in the Word file. The columns contained within the file, as depicted in figure 29, include the following:

- “N.”: Denotes the sequential identification number assigned to each content item catalogued in the Word file.
- “Brand”: Refers to the name of the brand or corporation associated with the analysed material.
- "Sector": Indicates the business sector to which the brand or corporation belongs.

- “Material Type”: Describes the category of material that was collected for the analysis of communication style.
- “URL”: Contains the hyperlink from which the material was sourced.
- “Data (URL)”: Specifies the date on which the text was gathered and subsequently inserted into the Word file.
- “MBTI”: Represents the outcome provided by Chat GPT 3.5 during the analysis of the communication style.
- “MBTI 2”: Similar to the preceding column, this contains the results from Chat GPT 3.5, particularly when it indicated uncertainty between two outcomes.
- “Data (MBTI)”: Indicates the date on which Chat GPT 3.5 was utilized for text analysis and the subsequent collation of results in the Excel file.

Upon subjecting Chat GPT 3.5 to analysis, I not only documented the resultant MBTI type associated with each content piece in an Excel file but also meticulously copied and pasted the rationale behind each analytical outcome. This procedure was implemented to systematically monitor the consistency of the responses. Pertaining to the categories of materials collected for this study, they are enumerated as follows:

- “Altro” (Other)
- "Descrizione prodotto/servizio” (Product/service description)
- “Descrizione team” (Team description)
- “Iniziativa sociali / culturali” (Social / cultural initiatives)
- “Interviste dirette / speech” (Direct interviews / speeches)
- “Mission / Vision Statement” (Mission / Vision Statement)
- “Motto / Slogan campagne” (Motto / Slogan campaigns)
- “Post Facebook” (Posts on Facebook)
- “Post Instagram” (Posts on Instagram)
- “Post LinkedIn” (Posts on LinkedIn)
- “Post Twitter” (Posts on X, ex Twitter)
- “Storia dell’azienda” (Company history)
- “News/Intervista” (News/Interview)

N. 	Brand	Settore	Material Type	URL	Data	MBTI	MBTI 2	Data
2	Amazon	Other	Mission / ...	<a href="#">Who we are</a>	5/9/2023	INTJ	ENTJ	24/10/2023
10	Apple	Tech	Mission / ...	<a href="#">Ethics and C</a>	5/9/2023	ISFJ	INTJ	24/10/2023
35	AUDI	Auto...	Descrizi...	<a href="#">Q8 Sportba</a>	7/9/2023	ISTJ		14/11/2023
44	Barilla	Food ...	Storia d...	<a href="#">Chi siamo  </a>	7/9/2023	ISFJ	INFJ	24/10/2023
55	Benetton	Fashion	Iniziative...	<a href="#">Sostenibilit</a>	7/9/2023	INFJ		14/11/2023
61	Bialetti	Other	Storia d...	<a href="#">Bialetti - Chi</a>	7/9/2023	ISTJ		25/10/2023
90	Bulgari	Fashion	Storia d...	<a href="#">La Storia di</a>	10/9/2023	ENFP	INFJ	14/11/2023
128	Coca Co	Food ...	Storia d...	<a href="https://www">https://www</a>	11/09/202	ISTJ	ENTP	25/10/2023
443	Huawei	Tech	Mission / ...	<a href="https://www">https://www</a>	03/10/202	INTJ	ENTJ	31/10/2023

*Fig. 29 Sample of Data collection of all sectors*

Throughout this phase, a total of 680 records were collected, each corresponding to the individual materials that were collected and subsequently analysed.

#### *Analysis Process of Textual Styles*

As previously mentioned, to conduct the analysis and thereby discern the cognitive traits most closely aligned with the communicative style of the gathered content, attributing a distinct MBTI type to each, Chat GPT 3.5 was employed. The text intended for analysis was inputted into the chat interface of the tool, enclosed within quotation marks, and was then subjected to the following inquiry:

*"I am conducting a game: associating psychological types (MBTI) with writing characteristics. For the purpose of this game, which psychological type would you associate with this text?"*

The decision was made to frame the inquiry in a hypothetical manner, akin to a simulated scenario, as this approach was necessitated by the propensity of Chat GPT to decline the analysis due to the inherently subjective nature of the task. Following this, Chat GPT would generate a response, articulating its determination of the most closely aligned MBTI type to the writing style under scrutiny and elucidating the rationale behind its selection. This process and its outcome are exemplified in figure 30.



TITLE : DESCRIPTION OF THE GEOX'S TECHNOLOGY

TEXT:

"BREATHABILITY AND MAXIMUM COMFORT GUARANTEED WITH NEBULA™ SHOES

They are one of the great icons of the Geox collection, distinguished by their contemporary design, and they ensure superior levels of comfort, cushioning, and flexibility: the Nebula™ men's shoes from the Geox collection are designed to offer you exceptional well-being throughout the day. Whether you need to run some errands around town or plan to spend a weekend discovering the wonders of your city, complete your look with a pair of our hi-tech sneakers. Super versatile and featuring a lightweight and breathable silhouette, they offer top-notch comfort from morning to night. To navigate between appointments, choose our Nebula™ sneakers or opt for a pair of slip-ons, even easier and faster to put on. Comfortable and versatile, they are perfect for completing your everyday casual outfits. In the summer, a pair of lightweight sneakers are enough to enjoy freshness and comfort despite high temperatures. But the breathable sneakers from this technological line are also great adventure companions in the mid-seasons: try them with a bomber jacket or one of our vests for combinations suitable for any occasion. And choose them in winter too, to give the final touch to each of your looks. Wear them with lightweight down jackets or padded parkas, depending on what the weather forecast says, and pair them with the men's bags from our collection for a truly complete outfit. Discover now the sneakers and other Nebula™ shoes from the Geox collection, you can find all the models online, at [geox.com](http://geox.com)."

CHAT GPT RESULT:

We could associate this text with an ESFP personality type (Extroverted, Sensing, Fact-Oriented, Perceiving) according to the MBTI. Here's why:

- Extroverted (E): The text directly addresses the reader, emphasizing daily experiences and suggesting a sociable approach to choosing shoes.
- Sensing (S): The description of the shoe features focuses on tactile sensations, breathability, and comfort, reflecting a preference for sensory experience.
- Fact-Oriented (T): The description is practical and focused on the tangible benefits of the shoes, such as exceptional comfort, cushioning, and flexibility.
- Perceiving (P): The text suggests a flexible approach to the shoes, suitable for various situations and seasons, reflecting a preference for adaptability and spontaneity.

### Fig. 30 Example of Analysed text and Chat GPT 3.5 Result

In certain instances, the anticipated results were not forthcoming. When texts were excessively brief, Chat GPT 3.5 would notify me of its inability to assign an MBTI type due to the paucity of information. A similar predicament arose when the text was overly impersonal; in such cases, Chat GPT would communicate its inability to discern cognitive traits.

## **Reflections Post Phase 1 Utilizing Chat GPT 3.5**

Regrettably, during the initial phase, I observed a lack of precision and consistency in the results yielded by Chat GPT 3.5, particularly regarding the reproducibility of outcomes. When the same text was subjected to repeated analyses, Chat GPT 3.5 occasionally returned divergent results. This inconsistency rendered the data unreliable, thereby undermining the validity of any analysis conducted on these results. Another identified limitation of this process was its highly manual and time-intensive nature. Furthermore, it was noted that concentrating on a single sector could yield more targeted and specific outcomes, enhancing my understanding of the distribution of various cognitive traits and, consequently, the assignment of distinct MBTI types.

Consequently, I have decided to concentrate my investigative efforts on the Food & Beverage sector. This sector is selected due to its rich potential for analysis, serving as an intersection of economic significance, consumer behaviour, and innovation. Its sensitivity to changing trends and consumer preferences highlights its pivotal role in elucidating broader market dynamics and cultural shifts, rendering it an essential focus for in-depth analysis. The potentials of this sector are further expounded upon in section 4.2.1.

### **Data Collection within the Food and Beverage Sectors**

In the secondary phase, I engaged in a focused data collection within the Food and Beverage sector, with the objective of constructing two distinct datasets: "Total Analysis" and "Partial Analysis". For the examination of communicative texts from various brands and corporates, particularly to assign cognitive traits to their writing styles, I utilized Chat GPT 4, the premium iteration of the platform.

Before detailing the construction of the datasets, it is crucial to mention a preliminary step executed to verify the efficacy of the newly adopted tool. Specifically, I presented a selection of content samples to Chat GPT 4, posing the same foundational inquiry as in the initial phase. Leveraging the advanced features of this updated version, notably its enhanced web navigation capabilities, I submitted the URL of the webpage whose textual content required stylistic analysis to Chat GPT 4 with a specific query:

*"I am conducting a game: associating psychological types (MBTI) with writing characteristics. For the purpose of this game, which psychological type would you associate with this text?"*

Upon execution, I meticulously observed the operations of the tool: it initially accessed the provided link, conducted an analysis of the on-page text, and consequently rendered a response. This response articulated the psychological type discerned from the cognitive traits evident in the writing style, complemented by an explanation of pivotal points, akin to the previous phase, yet with improved precision in the responses.

Despite the strides made by ChatGPT 3.5, certain limitations persisted, accentuating the augmented validity and efficiency of its successor, ChatGPT 4. ChatGPT 3.5 was notably prone to generating content with factual inaccuracies and occasional contextual misunderstandings, especially in extensive or intricate dialogues. Its comprehension, albeit extensive, occasionally fell short in interpreting nuanced queries or maintaining consistency throughout prolonged interactions, as noted during the initial data collection phase. Moreover, its training on data up to a specific cut-off point inherently limits its cognizance of recent events and contemporary discourse. In contrast, ChatGPT 4 signifies a more advanced model, manifesting considerable enhancements in data recency, contextual understanding, and reduction of inaccuracies. This advancement signifies a leap towards augmented reliability and depth in language models, positioning ChatGPT 4 as a more refined instrument for a diverse array of linguistic and cognitive tasks. The improvements inherent in ChatGPT 4 not only rectify the deficiencies observed in its predecessor but also establish a foundation for more intricate, precise, and contextually pertinent interactions in the domain of AI-mediated communication. Notably, as evidenced during the data collection phase, the responses elicited by Chat GPT 4 demonstrated enhanced consistency and reliability. When the same content was subjected to repeated analyses, uniform results were consistently obtained. Moreover, the explanations provided were notably more coherent and comprehensive.

During the initial trials, I observed that the tool occasionally resorted to sourcing information from alternative databases, particularly when encountering access issues with the provided site. To mitigate any potential bias this might introduce, I factored this into the training of the customized Chat GPT models I developed for this data collection endeavour. Indeed, with the advanced functionalities of the updated version offered by

OpenAI, users are now able to craft their personalized chat models in a few straightforward steps, thereby enhancing the speed, automation, precision, and consistency of the process.

Given the time efficiency and the seemingly robust results, I contemplated expanding the scope of my research beyond the analysis of individual content pieces. Instead, I aimed to encompass the totality of brand and corporate communications. To this end, I envisaged the creation of a dataset that not only encapsulates the analysis of single-page content but also aggregates these insights to form a comprehensive analysis of the complete set of user-accessible content, essentially examining the full brand or corporate website. Consequently, I established the following datasets:

- "Total Analysis": A dataset comprising analyses of the entire official website of the brand, aimed at automatically associating it with an MBTI psychological type. This analysis considers various facets such as communication style, tone, choice of words, and design.
- "Partial Analysis": A dataset encompassing analyses of content from specified web pages to associate an MBTI type with brand content. This dataset focuses on elements such as communication style, tone, and choice of words.

### **The “Total Analysis” dataset**

In relation to the selection of brands and corporations for analysis, I adhered to the aforementioned criteria, with the specification that this time the scope was confined to entities within the Food and Beverage sector.

For the assembly of this dataset, an Excel file was constructed. The columns encompassed within this file, as illustrated in figure 31, encapsulate crucial facets of the brand's identity:

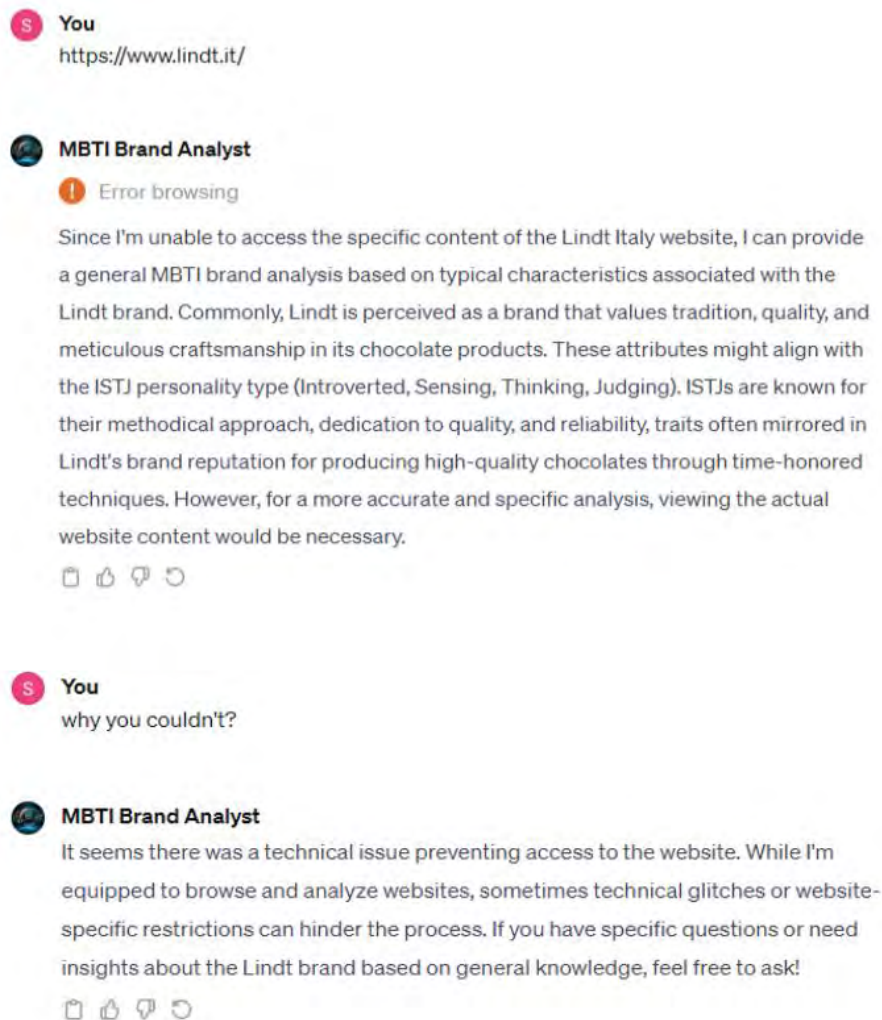
- “ID”: This column assigns a unique identifier to each brand, facilitating easy reference and data manipulation.
- “Brand Name”: Refers to the name of the brand or corporation to which the analysed material pertains.
- “URL”: Includes the link to the official website of the brand or corporation from which the material was collected.

- “MBTI”: Indicates the outcome delivered by Chat GPT 3.5 during the analysis of the communication style. It reflects the psychological profiling of the brand, associating each brand with a specific MBTI type.
- “Data”: Denotes the date on which the MBTI result was collected.
- “Origin”: This column identifies the geographical roots of the brand, distinguishing between Italian and Non-Italian origins. This attribute is crucial for understanding the cultural and regional implications on the brand's identity and market perception.
- “Note”: Includes any 'No in "Partial Analysis"' notes, signifying that the brand or corporation in question is not present in the other dataset as well.

ID	Brand Name	URL	MBTI	Data	Origin	Notes
1	ACQUA SANT'ANN	<a href="https://www.s">https://www.s</a>	ESFJ	15/01/2024	Italian	
4	AIA	<a href="https://www.a">https://www.a</a>	ESFJ	15/01/2024	Italian	
5	AMARO DEL CAPO	<a href="https://www.v">https://www.v</a>	ESTP	15/01/2024	Italian	
6	APEROL	<a href="https://www.a">https://www.a</a>	ESFP	15/01/2024	Italian	
9	BAILEYS	<a href="https://www.b">https://www.b</a>	ESFJ	15/01/2024	Non Italian	
10	BALOCCO	<a href="https://www.b">https://www.b</a>	ESFJ	15/01/2024	Italian	
11	BARILLA	<a href="https://www.b">https://www.b</a>	ISFJ	08/01/2024	Italian	No in "Partial Analysis"
12	BARILLA GROUP	<a href="https://www.b">https://www.b</a>	ESFJ	08/01/2024	Italian	No in "Partial Analysis"
13	BAULI	<a href="https://www.b">https://www.b</a>	ISFJ	15/01/2024	Italian	

*Fig. 31 Sample of “Total Analysis” dataset.*

The aggregate of records obtained, and thus the total number of brands and corporations subjected to this analysis, amounts to 126. Within this cohort, 4 entities were not included in the "Partial Analysis" dataset. Initially, the count of brands was higher by ten; however, due to access issues encountered by the tool with certain websites, as depicted in figure 32, these were subsequently excluded.



*Fig. 32 Sample of error in accessing websites of Chat GPT 4*

### *Customized Chat GPT Implementation*

To streamline my data collection process, I developed a bespoke Chat GPT model, which I designated as "MBTI Total Analyst". The primary objective of this tool is to access the specified website through the chat interface and conduct a comprehensive analysis of the content's writing style by navigating across all its pages.

The core functionality of this tool, encompassing a series of commands with which it has been programmed, is:

*"Your primary role is to analyse the contents and communicational styles of a brand represented on a specific website, provided through a link, to associate an MBTI psychological type with the brand. If you are only given a link without specific questions, you should automatically answer the question: 'I am playing a game: associating psychological types (MBTI) with the characteristics of the Brand. For fun, which*

*psychological type would you associate this brand with based on an analysis of everything on their official website from the link I gave you?'. Use your web navigation ability to thoroughly explore the website, analysing elements such as communication style, tone, choice of words, design, and any other relevant elements. Provide a professional and detailed analysis. Remember to be sensitive to cultural contexts and avoid speculative conclusions. Do not seek information outside of the website unless specifically requested to do so."*

The outcomes delivered by Chat GPT, upon the insertion of the official website link of a brand selected in accordance with the stipulated criteria, were, in my estimation, highly satisfactory, a fact that is substantiated by figure 33. Mirroring the methodology of the preceding phase, all results were systematically compiled into a Word document.

13

BUSINESS: Ferrero

CHAT GPT 4

Based on an analysis of the Ferrero website, the MBTI type that appears to best represent their brand is the ENFJ (Extraverted, Intuitive, Feeling, Judging). This assessment is derived from the following observations:

1. Extraverted (E): Ferrero's approach to connecting with its audience and communities demonstrates an extraverted nature. The brand's extensive product range, emphasis on social and cultural activities through the Ferrero Foundation, and engagement in community development all indicate an outward-facing, socially-engaged approach.
2. Intuitive (N): The company's history of innovation, starting from its transformation from a small pastry shop into a global brand, demonstrates a strong intuitive component. This is further evidenced by their continuous development of new products and expansion into different markets. Their approach to product development, focusing on creating unique products through innovative processes, aligns with the intuitive trait of seeking new possibilities and exploring new ideas.
3. Feeling (F): Ferrero's commitment to corporate social responsibility, respect for human dignity, and focus on community engagement reflect a feeling-oriented approach. Their emphasis on respecting human rights, ensuring sustainability in their operations, and focusing on the quality and nutritional value of their products for families and children highlight a decision-making process that considers the well-being of others.
4. Judging (J): The brand's structured approach to business, evident in its clear vision, strategic planning, and emphasis on quality and excellence, is characteristic of the judging aspect. Their commitment to long-term goals, such as sustainability targets and ethical business practices, further underscores a preference for organization, planning, and decision-making based on a set of values and standards.

In summary, Ferrero's brand personality, as depicted through their official website, aligns closely with the ENFJ MBTI type, which is characterized by its empathetic, forward-thinking, and structured approach, focusing on making a positive impact on society and nurturing potential in others.

**Fig. 33** Example of Chat GPT 4 Result in "Total Analysis"

## The “Partial Analysis” Dataset





























The total number of brands or corporations considered for the compilation of this dataset amounts to 132. The majority align with those included in the "Total Analysis" dataset, except for 11 brands. The discrepancy in the brand and corporate content between the two datasets is likely attributable to the access issues with the website links previously mentioned, encountered during the data collection for both datasets. The intermittent access to the links may be ascribed to subsequent introduction of site restrictions. For each brand, the online content was once again subject to analysis, selecting, as in the first phase, the content deemed most engaging. Priority was given to text-rich content, presumably more frequently viewed by the public. Indeed, in conducting this analysis, emphasis was placed on content that was presumed to garner significant attention from users, thereby shaping a perception of the brand that is predominantly influenced by user interaction. This approach offers insight into the narrative most frequently encountered by the audience. Contrastingly, the MBTI brand's representation was derived algorithmically by ChatGPT, encompassing a comprehensive review of the website's content, including elements potentially less frequented by users. Consequently, this methodology additionally possesses the capability to furnish an approach for detecting the discrepancy between the brand's intended identity and the identity as perceived by the public, thereby clarifying the notion of apparent identity. It is crucial to observe that the information cards frequently include content that surpasses the confines of the official website, thereby intensifying the idea of a perception influenced by external factors.

In total, 526 records were analysed; the results were meticulously documented in both Word and Excel files. The latter is the same file used in Phase 1, as indicated in figure 34. However, the sequential numbers to note range from 690 to 1215, as the preceding interval pertains to the records (including those discarded) from Phase 1. Additionally, a "Ref." column was introduced, denoting the ID of the records analysed in Phase 1 that were re-analysed using Chat GPT 4. Notably, in this phase, not all material types from Phase 1 were considered; some were omitted, and others introduced. The categories for this phase are:

- “Altro” (Other)
- “Chi siamo “(who we are)
- “Descrizione prodotto / servizio (Product/service description)



- “Home”
- “Iniziativa sociali / culturali” (Social / cultural initiatives)
- “Mission / Vision Statement” (Mission / Vision Statement)
- “Motto / Slogan campagne” (Motto / Slogan campaigns)
- “News/Intervista” (News/Interview)
- “Sostenibilità” (Sustainability)
- “Storia dell’azienda” (Company history)

N. 	Brand Name	Rif.	Material type	URL	MBTI	MBTI 2	Data
690	MUTTI		Chi siamo 	<a href="https://multi-par">https://multi-par</a>	ISFJ 		04/01/2024
693	ACQUA SANT'ANNA		Home 	<a href="https://www.san">https://www.san</a>	ENTP 		07/01/2024
696	GRUPPO VERONESI		Mission... 	<a href="https://www.gru">https://www.gru</a>	ESFJ 		07/01/2024
699	AIA		Storia d... 	<a href="https://www.aia">https://www.aia</a>	ENTP 		07/01/2024
701	APEROL		Storia d... 	<a href="https://www.ape">https://www.ape</a>	ENTP 		07/01/2024
707	BACI PERUGINA		Iniziativ... 	<a href="https://www.bac">https://www.bac</a>	INFJ 	ENFJ 	07/01/2024
709	BAILEYS		Home 	<a href="https://www.bail">https://www.bail</a>	INFJ 	ENFJ 	07/01/2024
739	CAFFè VERGNANO	97	Storia d... 	<a href="https://www.caff">https://www.caff</a>	INFJ 		09/01/2024
744	CAFFÈ BORBONE	102	Mission... 	<a href="https://www.caff">https://www.caff</a>	ENFJ 		09/01/2024
758	DANONE	244	Storia d... 	<a href="https://corporate">https://corporate</a>	INFJ 		09/01/2024
770	FERRERO	357	Descriz... 	<a href="https://www.ferr">https://www.ferr</a>	ESTP 		09/01/2024
801	ILLY CAFFè	463	Mission... 	<a href="https://www.illy">https://www.illy</a>	ENFJ 	ENTJ 	10/01/2024

*Fig. 34 Sample of “Partial Analysis” dataset.*

### *Customized Chat GPT Implementation*

Once again, I developed a bespoke Chat GPT model named "MBTI Partial Analyst". The primary aim of this tool is to access the web page specified in the chat and analyse the writing style of the content therein. Notably, it is designed to refrain from navigating to other pages to ensure the purity of the analytical result.

The principal functionality of this tool, encapsulating a series of commands with which it has been programmed, this time is:

*"Your primary role is to analyse the contents and communicational style of a brand represented on a specific webpage, provided through a link, to associate an MBTI psychological type with the brand. If you are only given a link without specific questions, you should automatically answer the question: 'I am playing a game: associating psychological types (MBTI) with the characteristics of the communicational style of a Brand. For fun, which psychological type would you associate this brand with based on an analysis of the content on the webpage of the link I gave you?'. Use your web*

*navigation ability to thoroughly explore just the provided webpage, analysing elements such as communication style, tone, choice of words, design, and any other relevant elements. Provide a professional and detailed analysis. Remember to be sensitive to cultural contexts and avoid speculative conclusions. Do not seek information outside of the website unless specifically requested to do so."*

The outcomes rendered by Chat GPT were, once again, highly commendable, in my assessment, a fact substantiated by figure 35. Consistent with the methodology employed in previous phases, all results were systematically compiled into a Word document.

690

Titolo : "Chi siamo" Mutti

Chat GPT

The content on Mutti's "About Us" page suggests a brand personality that aligns closely with the ISFJ (Introverted, Sensing, Feeling, Judging) MBTI type. Key aspects supporting this conclusion include:

1. Commitment and Tradition: The brand has a history spanning over 120 years, emphasizing a deep commitment and respect for tradition, characteristic of the ISFJ's value for history and continuity.
2. Quality and Reliability: Mutti emphasizes quality, transparency, and reliability. These traits resonate with the ISFJ's dedication to quality and consistency in their work.
3. Community and Environmental Responsibility: Their collaboration with WWF Italy for sustainable practices and investment in technology for environmental preservation reflects the ISFJ's sense of responsibility towards community and environment.
4. Cultural Connection and Development: Respecting and contributing to the development of their territory indicates a deep connection with their community and environment, traits often found in ISFJs who value harmony and positive contributions to their surroundings.

These attributes collectively paint a picture of a brand that is deeply rooted in tradition, committed to quality, community-oriented, and environmentally responsible, aligning well with the ISFJ personality type.

**Fig. 35** Example of Chat GPT 4 Result in "Partial Analysis"

## Comparison between the two databases

To fulfil specific analytical requirements, I synthesized a final dataset by amalgamating the two preceding datasets, selectively retaining and appropriately renaming the columns of relevance.

In total, the file comprises 126 entries, representing Brands or Corporates, and is structured into 8 columns. Below is a detailed exposition of each column:

- “Brand ID”: A unique identifier for each brand, represented as an integer.
- “Brand Name”: The name of the brand.
- “Origin”: Indicates whether the brand is Italian or non-Italian.
- "Brand MBTI": The Myers-Briggs Type Indicator (MBTI) associated with the brand. MBTI is a personality typing system.
- “Main MBTI of Content: The predominant MBTI type observed in the brand's content.
- “Main MBTI 2”: A secondary MBTI type present in the brand's content, though this column has many missing values (only 22 non-null entries out of 126).
- “Number of Contents”: The number of content pieces associated with the brand.
- “Main Type of Content:” Describes the primary type of content the brand produces. This column also has several missing values.

As elucidated earlier, discrepancies exist between the two datasets concerning the Brands and Corporates, primarily attributed to access-related issues. The subsequent figure delineates the brands that are not concurrently represented in both datasets.

In "Total Analysis" but not in "Partial Analysis"	In "Partial Analysis" but not in "Total Analysis"	
Barilla	Breyers	Kraft-heinz
Barilla Group	Cynar	Lays
Coop	Dr. Pepper	Lindt
Ferrero Group	Gordon's	Mulino bianco
Lipton teas	Heinz	Peroni
	ILLY caffè	

*Fig. 36 Brands and Corporates which are not present in both databases*

## Data Analysis and Visualisation

To analyse and visualize the data, I first cleaned the data and assure that were collected in proper way. Then I proceed using Python Language to create BarCharts and the Heatmap for visual representation of data.

Example of code:

```
# Creating a horizontal bar chart for the 'Material type' distribution
plt.figure(figsize=(14, 7))
plt.barh(material_type ['Frequency', material_type ['Material Type'], color='lightgreen')
plt.ylabel('Material Type')
plt.xlabel('Frequency')
plt.title('Distribution of Material Types')
plt.grid(axis='x', linestyle='--', alpha=0.7)
plt.tight_layout()
# Show the plot
plt.show()
```

For the purpose of the analysis, it was decided to allocate a score of 1 to all rows that were assigned a singular "MBTI", correspondingly rendering "MBTI2" null. Conversely, in instances where a row was attributed two "MBTI" designations, a fractional scoring approach was employed, assigning a score of 0.5 to each "MBTI" and 0.5 to "MBTI 2".

## **4.2 The Case study: an analysis of the communication in the Food and Beverage's sector**

### **4.2.1 Exploration of the Food and Beverage Sector: Business Growth, Diversification, Brand Role, and Technological Advancements**

The Food and Beverage (F&B) industry represents a dynamic and evolving sector, which is pivotal in understanding contemporary market trends and technological advancements. The analysis of the F&B industry from the perspectives of business, brand, and marketing is particularly fascinating and valuable for several reasons. Studying the Food and Beverage sector in the context of marketing, brand management, and strategy offers a fascinating and insightful perspective due to its unique characteristics and the critical role it plays in consumer lifestyles.

#### **Business viewpoint**

From a business viewpoint, the F&B sector represents a substantial portion of the global economy, highlighting diverse and dynamic market trends. According to an analysis conducted by The Business Research Company, there is a strong potential for significant growth in the global food and beverages market in the upcoming years. Projections suggest that the market is set to experience remarkable expansion, with an expected increase in size to an impressive \$9,225.37 billion by the year 2027. This growth is expected to be fuelled by a consistent Compound Annual Growth Rate (CAGR) of 6.3%.<sup>481</sup>

#### **Consumer engagement and brand loyalty**

The F&B industry is characterized by high consumer engagement and brand loyalty, making it an ideal setting for studying brand management, and thus examining how to analyse a brand using AI. This sector, more than many others, highlights the critical role of brand image, customer perception, and loyalty in driving sales and market share. Brand analysis in F&B is intriguing due to the deep emotional and cultural connections people have with food. Brands in this industry do not just sell products; they sell experiences and identities, making brand positioning and perception critical to success. This aspect

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<sup>481</sup> Food And Beverages Industry's Top Trending Markets - By The Business Research Company, Yahoo!Finance, online, consulted on 8/01/2024

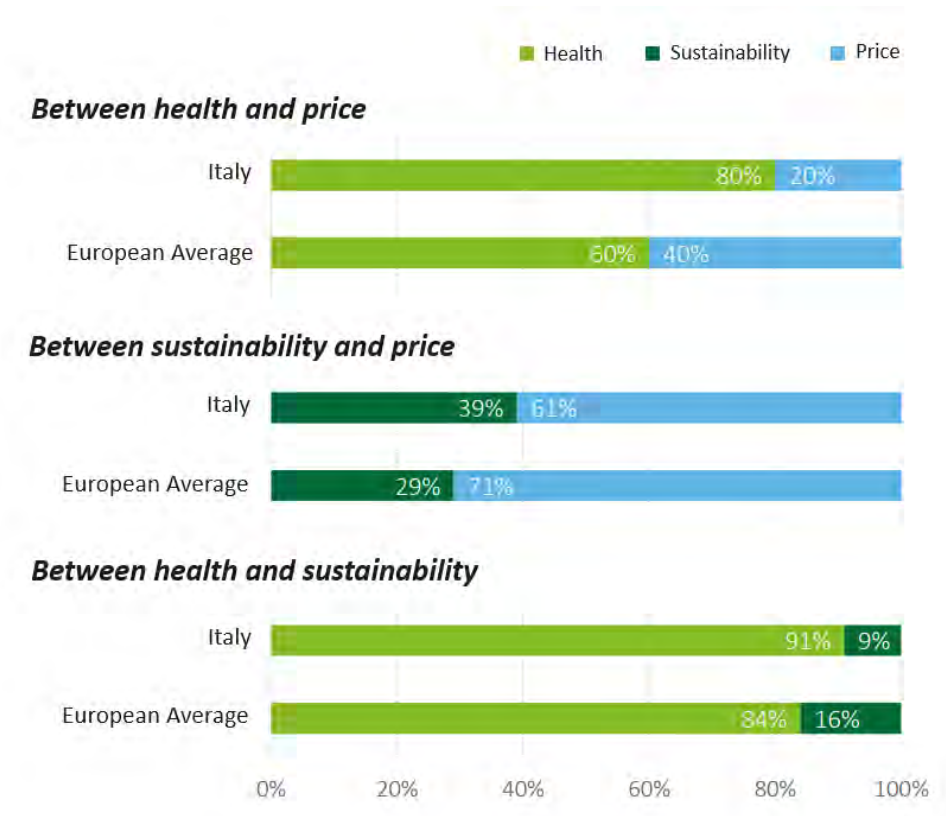
becomes particularly relevant when considering the increasing importance of health consciousness, sustainability, and ethical sourcing in consumer preferences. Health overwhelmingly guides food purchase decisions, with 80% of Italians valuing it over price and sustainability. While price remains important, many are willing to pay more for sustainable and locally sourced products. However, supermarkets are not yet widely recognized as reliable sources for information on healthy and sustainable options, indicating a gap between consumer expectations and market offerings. This trend highlights the need for better alignment between consumer preferences and the offerings of food producers and retailers. The food and beverage industry are poised for a transformative journey from 2023 to 2024, focusing on sustainability, plant-based alternatives, and technological innovations such as food automation and precision fermentation.<sup>482</sup>

Indeed, Health and sustainability have become crucial in the food choices of European and Italian consumers, especially post-pandemic. A significant shift towards healthier eating is observed, with 69% of Italians focusing on diet's impact on health. Additionally, there is a preference for local products and a rise in home cooking.<sup>483</sup>

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<sup>482</sup> Worldwide Food and Beverages Industry Outlook 2024 – Latest Report by MarketsandMarkets™, Yahoo!Finance, online, consulted on 8/01/2024

<sup>483</sup> Cfr. Deloitte (2021)



*Fig. 37 Comparison statistics of preference between health and price in Italy and the European average.<sup>484</sup>*

## Innovation

The F&B industry is at the forefront of innovation in business models, especially in response to rapidly changing consumer preferences and technological advancements. The rise of health-conscious and ethical consumerism, for example, has led to significant shifts in product offerings and marketing strategies within this sector. Effective marketing strategies must navigate a landscape where digital channels, social media influence, and experiential marketing play significant roles in shaping consumer decisions.

There is also high innovation in the production of new market trends, for example in North America and Europe: these regions are spearheading innovation in alternative proteins, food automation, and regenerative agriculture. Asia Pacific is marked as the fastest-growing region, especially in food robotics, with China, Japan, and India leading.

<sup>484</sup> Cfr. Deloitte (2021), p. 10

Generally, food safety and personalized nutrition are gaining traction worldwide, with a focus on quality control and individual dietary needs.<sup>485</sup>

### **Global trends**

The F&B sector's susceptibility to global trends, such as economic shifts, regulatory changes, and cultural influences, makes it a microcosm for broader business and marketing trends. The impact of globalization, for example, is vividly illustrated in this sector, as companies navigate international supply chains, cross-cultural marketing, and diverse regulatory environments. This aspect provides students and researchers with a complex and dynamic context for studying the interaction between global trends and business strategies.

Moreover, the food and beverage industry has experienced significant growth and transformation in recent years, driven by technological advancements and evolving consumer preferences. Social media has played a crucial role in rapidly spreading food trends, while artificial intelligence (AI) is increasingly being used in food preparation to improve efficiency, make smarter business decisions, and support environmental sustainability. Key factors shaping the industry include technology, particularly AI, and consumer demands, both of which have undergone significant evolution. Technology is increasingly influencing consumer convenience, with a focus on dominating online grocery shopping and using AI for better customer data analysis and market forecasting. The trend towards cashless transactions is also gaining momentum, offering operational benefits like reduced handling errors and increased transparency. Changing consumer mindsets are driving interest in global Flavors and diverse tastes, with a focus on traditional heritage foods and lesser-known cuisines. Convenience remains a priority for consumers, as seen in the growing popularity of pre-made mixes and high-end ingredients for home cooking. Environmental concerns are also influencing food choices, with a shift towards sustainability and regenerative agriculture.<sup>486</sup>

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<sup>485</sup> Worldwide Food and Beverages Industry Outlook 2024 – Latest Report by MarketsandMarkets™, Yahoo!Finance, online, consulted on 8/01/2024

<sup>486</sup> What's trending in the food and beverage industry in 2024?, EHL Insights, online, consulted on 8/01/2024



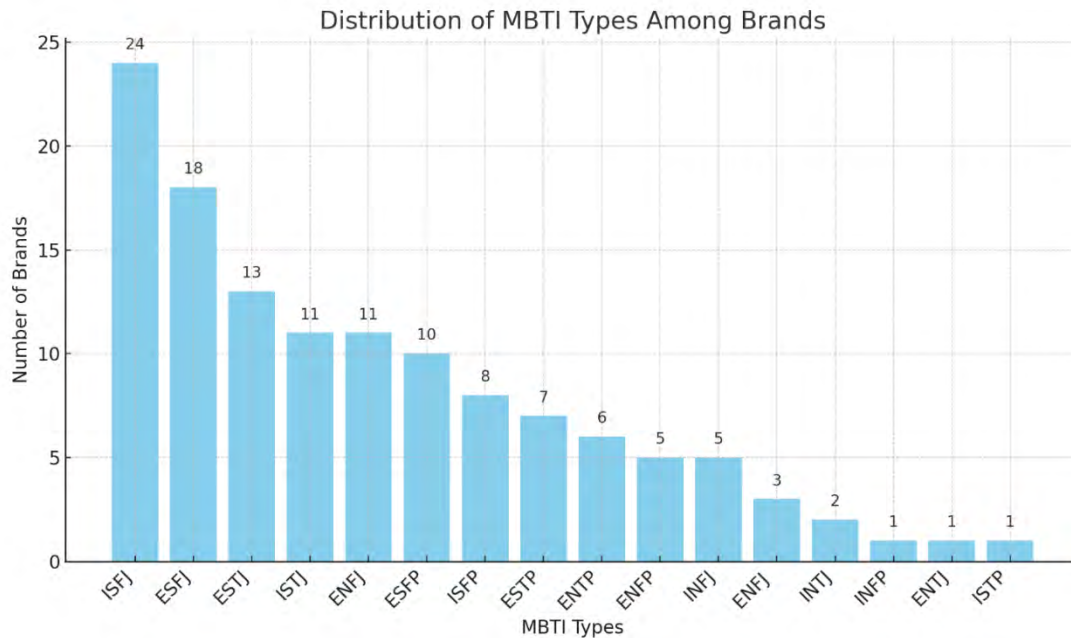
#### **4.2.2 Analysis of “Total Analysis” Dataset**

The MBTI psychological model is applied here, attributing to each brand or corporate one of the sixteen personalities. This approach is to me remarkably interesting since it offers intriguing insights into how brands are positioned or perceived in terms of human-like personality traits. Understanding the distribution of MBTI types among brands can offer valuable insights for marketing strategists and brand managers. In fact, brands and corporates might leverage this information to differentiate themselves in the market by either aligning with the prevalent MBTI types to match industry trends or deliberately adopting a less common MBTI type to stand out. Moreover, the way brands communicate can be heavily influenced by their MBTI type, especially in the Food and Beverages sector where storytelling and sensory appeal are paramount. In this section of the analysis, the data from the "Total Analysis" database will be examined, which encompasses 126 total records corresponding to 126 distinct brands.

It is imperative to underscore that all the subsequent analyses and considerations presented in this document are grounded on the data I have collected. Consequently, they should not be construed as absolute truths. Furthermore, if I posit that a brand seemingly adopts a specific MBTI personality type, it implies that the brand's communicative approach gravitates towards the characteristics constituting the a forementioned MBTI type.

#### **Distribution of MBTI Types Among Brands**

The prevalence of certain MBTI types among brands may reflect a strategic alignment with the personality profiles of their target consumer base. Brands might be adopting personality types that they perceive to mirror or complement the personalities of their ideal customers.



*Fig. 38 Distribution of MBTI Types Among Brands*

The above figure shows the varied the Distribution of MBTI Types Among Brands and Corporates in the Italian market, from the “Total Analysis” database, which analysed the official website of the brand or corporate, having as output an overall personality type identified for each one.

According to the visualisation of data, there is a significant Variation in Distribution. This could be indicative of market strategies, with brands potentially aligning their personalities to those MBTI types that are perceived to resonate more effectively with their target audience (strategic positioning by the brands). The prevalence of certain MBTI types may suggest that these personality types are possibly seen as more appealing or effective in engaging with consumers, driving brand strategy and marketing efforts. Let us analyse deeper.

As I observed during my research and my project work, Italian consumer attitudes towards food and beverages are deeply rooted in tradition and quality. In fact, Italy is known for its rich culinary tradition. In the context of the Food and Beverages sector, these traits manifest in consumer behaviour that prioritizes traditional recipes, high-quality ingredients, and a sensory-rich dining experience. Italian consumers tend to value the story behind their food and beverages, showing interest in the origin, the method of preparation, and the authenticity of the products. This preference aligns ostensibly well with Sensing (S) and Feeling (F) traits from the Myers-Briggs Type Indicator (MBTI),

which are often associated with a focus on concrete, sensory experiences, and a value-based, empathetic approach to decision-making. Moreover, Brands with Sensing (S) traits particularly might emphasize the factual quality and sensory excellence (taste, aroma, textures, and visual presentation) of their products, celebrating artisanal artisanship, ingredient provenance, and authentic culinary heritage. While those with Feeling (F) traits might focus on harmony, community engagement, and customer care, fostering brand loyalty and emotional resonance with consumer, creating emotive, narrative-driven content. Coherently with those observations, the results showed that the first three MBTI types (which represents approx. 44% of all the Brands in my database) has in common the Sensing (S) trait and the first two MBTI types (which represents approx. 35% of all the Brands in my database) has in common Feeling (F) trait.

Another consistent result that I could notice is the strong presence of the Judging (J) trait. In fact, it is present in the first five MBTI types of the mentioned distribution (which represents approximately 61% of all the brands and corporates in my database). This trait signifies operational excellence, ensuring consistent product quality, a crucial aspect in a region with elevated expectations for food and beverage standards. Moreover, brands having J-type trait might typically highlight their culinary heritage and product narratives in an exceptionally structured manner. This approach presumably harmonizes with the Italian cultural values of artisanship and meticulous attention to detail, attributes highly esteemed in the nation's gastronomic landscape. This structured storytelling has the potential not only to satisfy the sensory demands of the consumers but also to foster trust and assurance, enhancing overall customer satisfaction and brand loyalty. Strategically, the prevalence of the J trait among leading brands arguably indicates a market positioning that capitalizes on structure and reliability as distinctive attributes, fortifying consumer trust and differentiating brands in a competitive sector.

It is important to emphasize that the Food and Beverages sector is uniquely influenced by regional branding and the concept of terroir, the idea that the product's qualities are influenced by its specific place of origin. Brands may adopt MBTI types that reflect the personality of their region in two distinguished ways, using Introversive (I) to emphasize artisanal, crafted qualities or Extrovert (E) to project a more outgoing, universal appeal, targeting consumers who appreciate innovative, dynamic, and outgoing brand characteristics.

### *First Most Prevalent Type: ISFJ (24 brands)*

The "Total Analysis" dataset suggests that the ISFJ personality type, also known as the Defender or Protector, predominates among brands in the Italian Food and Beverages sector, with 24 out of 126 brands displaying this profile. This prevalence merits a nuanced examination of the implications for brand strategy and consumer engagement in this specific market.

Characterized by Introversion (I), Sensing (S), Feeling (F), and Judging (J), ISFJ brands are perceived as attentive, supportive, and reliable. As we already observed, in the Food and Beverages sector, these attributes align closely with consumer expectations for quality, traditional values, and a sincere approach to product and service delivery. Such brands presumably prioritize customer satisfaction, ethical sourcing, and community involvement, aligning with evolving consumer values. Moreover, with the J-trait, brands plausibly tend to manifest in rigorous quality control, consistency in product delivery, and structured customer interactions, instilling consumer confidence in the brand's professionalism and reliability. Interestingly, the Introversion (I) trait, though seemingly at odds with the outward-focused nature of the market, suggests a depth-oriented, personal approach to consumer relations. This may manifest in a preference for cultivating strong, loyal customer bases over expansive marketing strategies.

The ISFJ personality archetype embodies a blend of acute attentiveness, traditional integrity, and steadfast reliability, marking a significant presence in the Food and Beverage industry. The prominence of ISFJ brands in the market potentially reflects a consumer preference for companies that ensure superior quality and ethical sourcing while fostering deep, authentic connections with customers and local communities. These brands presumably combine depth-oriented, personalized engagement with systematic, consistent service delivery, offering a consumer experience that is both intimately personal and professionally reliable. This may resonate with consumers who value tradition, quality, and genuine, community-focused engagement.

### *Second Most Prevalent Type: ESFJ (18 brands)*

This type is characterized by a blend of Extraversion (E), Sensing (S), Feeling (F), and Judging (J). ESFJ-aligned brands and corporates are potentially perceived as socially engaged, meticulous, and structured, prioritizing harmonious relationships and

community ethos, while underscores their dedication to sensory excellence and detail underscores their dedication to sensory excellence and detail. This trait hypothetically conveys to consumers the brand's commitment to reliability, consistency, and maintaining high standards across all business dimensions. In a market where consumer trust is of paramount importance, the organized and dependable character of ESFJ brands has the potential to significantly bolsters consumer confidence and solidifies brand credibility. Moreover, while ESFJ brands are potentially entrenched in tradition and quality (S), they may utilize their extraverted (E) nature to actively engage with the community. This engagement often encompasses initiatives that reflect local values, traditions, and social causes, striking a dynamic equilibrium that allows these brands to uphold traditional values while actively contributing to and resonating with the community. This is increasingly important in aligning with the growing consumer preference for brands that demonstrate social responsibility and community involvement.

In essence, the ESFJ personality profile embodies a harmonious amalgamation of community engagement, sensory richness, empathetic connectivity, and structured dependability, rendering it a potentially compelling brand persona in the Italian Food and Beverages sector. The notable presence of ESFJ brands suggests a market predilection for entities that not only proffer exceptional products but also foster profound, trustworthy relationships with their consumers and communities.

#### *Third Most Prevalent Type: ESTJ (13 brands)*

ESTJ brands, characterized by a fusion of Extraversion (E), Sensing (S), Thinking (T), and Judging (J), may exude an aura of efficiency, organization, and practicality. These traits seemingly reflect a pragmatic, structured, and results-oriented business approach, prioritizing logical, systematic operations. Hypothetically, leadership and organizational prowess define ESTJ brands. Their extraverted nature (E) potentially ensures expansive market engagement and assertive communication, facilitating a clear and resonant dissemination of the brand's vision and values. The Judging (J) trait may augment this, introducing meticulous organization and a steadfast commitment to high standards, thereby bolstering consumer trust in the brand's dedication to excellence. Conceivably, these brands adeptly accentuate the tangible, practical elements of their offerings, aligning product quality, functionality, and sensory attributes with market expectations. This practicality also permeates their operations, marked by efficiency, productivity, and a

pragmatic approach to problem-solving. The Thinking (T) trait infuses the ESTJ brand persona with logical, analytical thinking, leading to fact-based, objective decision-making. Coupled with the Judging (J) aspect, this potentially fosters a decisive, goal-centric modus operandi, where actions are meticulously strategized and implemented to yield tangible outcomes. This characteristic may appeal to consumers seeking not only sensory gratification but also the reliability and competence of a results-focused brand. Presumably, ESTJ brands, while honouring tradition and sensory richness (S), leverage their extraverted (E) characteristic to proactively engage with the market, often pioneering initiatives that blend tradition with innovation. This dynamic interplay may allow ESTJ brands to respect traditional values while embracing contemporary, innovative experiences, catering to a consumer demographic that cherishes both the authenticity of culinary heritage and the allure of modernity.

*Three Least Prevalent: INFP, ENTJ, ISTP (1 brand each)*

The less common presence among the sampled brands of INFP, ENTJ, and ISTP types in the Italian Food and Beverages sector can be attributed to their characteristics and communication styles, which may not align as closely with the market's preference for sensory detail, structured storytelling, community engagement, and traditional values.

*INFP*

Brands, with Introversion (I), Intuition (N), Feeling (F), and Perceiving (P) traits, are likely seen as compassionate, idealistic, and creative. These brands probably focus on authenticity and emotional resonance, often driven by a strong set of values. They might excel in industries where individuality and ethical considerations are key. NFPs are known for their idealistic and value-driven approach, but they may not emphasize the sensory details (taste, aroma, texture) as strongly as Sensing (S) types. In a market where consumers prioritize traditional recipes and high-quality ingredients, this lack of emphasis on concrete sensory experiences might make INFP brands less aligned with consumer expectations. Moreover, INFPs often communicate in a more abstract, imaginative manner. While this can be appealing in creative industries, it may not resonate as strongly in a market where structured storytelling and factual quality are highly valued.

### *ENTJ*

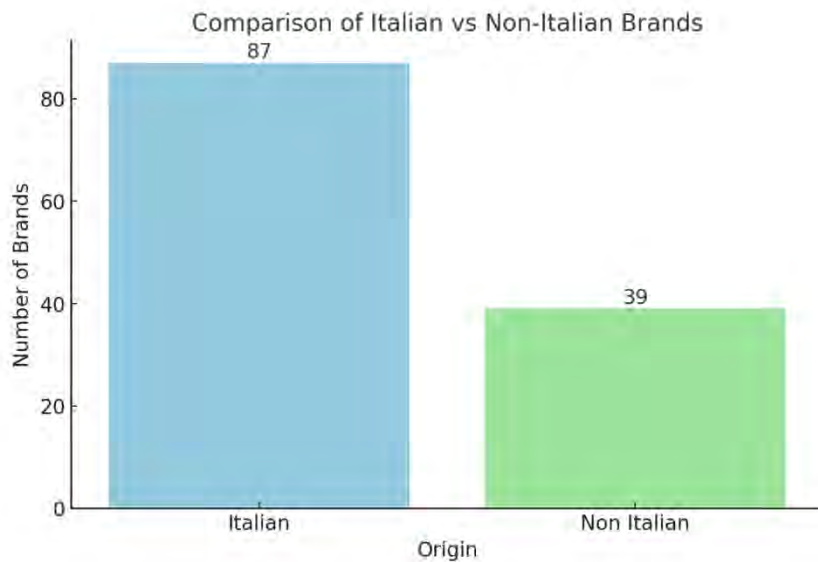
Brands, characterized by Extraversion (E), Intuition (N), Thinking (T), and Judging (J), are likely perceived as assertive, dynamic, and leadership oriented. These brands are often at the forefront of their industries, driving change and innovation. While this is valuable in many sectors, it might not align perfectly with a market that values traditional recipes and culinary heritage). They value efficiency, long-term planning, and decisive action. ENTJ brands might be prominent in sectors that require strategic planning and a commanding presence. ENTJs are characterized by assertiveness and a focus on efficiency and leadership. Furthermore, it might not focus as much on the sensory and artisanal aspects that are cherished in the Italian Food and Beverages market.

### *ISTP*

Brands, defined by Introversion (I), Sensing (S), Thinking (T), and Perceiving (P), are likely viewed as practical, independent, and adaptable. These brands excel in areas where flexibility, problem-solving, and hands-on approaches are valued. They might be involved in industries that require technical expertise or a practical understanding of how things work. However, its practical fields but may not prioritize the emotional storytelling and community engagement that resonate in the Italian market. The practical and technical fields but may not prioritize the emotional storytelling and community engagement and the independent nature might not harmonize with the community-oriented, empathetic approach.

## **Cultural Alignment and Brand Origin**

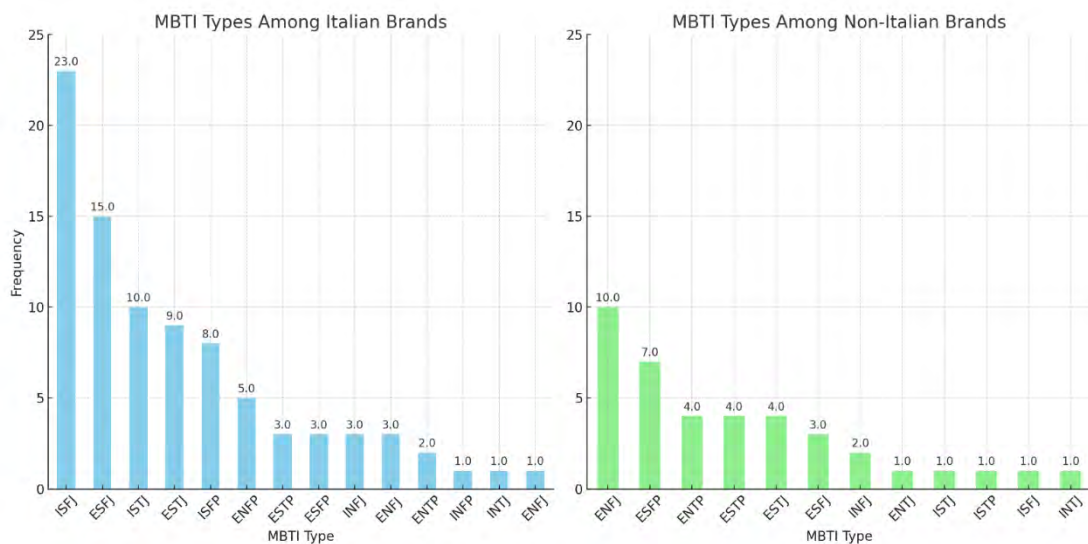
The distribution may also be influenced by cultural preferences or sector-specific trends. The distinction between Italian and non-Italian origin brands and corporates in the dataset is for that reason crucial, especially given the strong cultural identity associated with Italian cuisine and beverages. Brands of Italian origin might be more inclined to adopt MBTI types that resonate with traditional Italian values, such as a focus on community (Feeling, F) and a preference for sensory experience (Sensing, S). In contrast, non-Italian brands in the Italian market might adopt different MBTI types to distinguish themselves or to appeal to consumers' interest in novelty and international flavours. Let us delve deeper into this subject.



**Fig. 39** Comparison of Italian and Non-Italian Brands

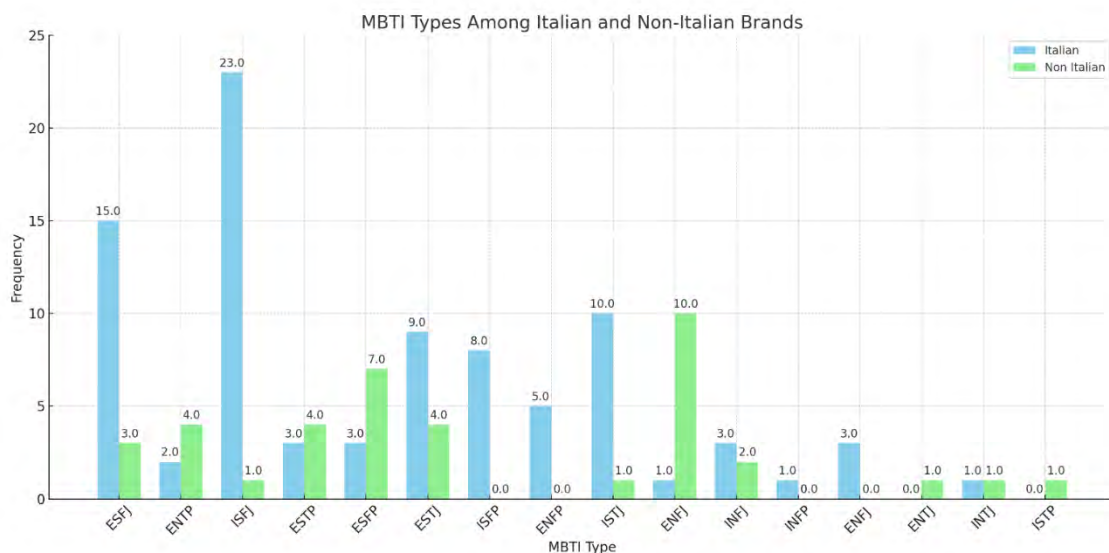
The dataset was analysed to determine the distribution of brands based on their origin, categorizing them into Italian and Non-Italian groups. The resulting data indicates a significant difference in the number of brands from these two categories.

- **Italian Brands:** There are 87 Italian brands represented in the dataset. This prevalence suggests a strong domestic presence or a focus on Italian brands within the dataset's scope.
- **Non-Italian Brands:** In contrast, there are 39 brands categorized as non-Italian. This number, while substantial, is less than half of the Italian brands, indicating either a lesser representation of international brands in the dataset or a market predominantly influenced by domestic brands.



**Fig. 40** Comparison of MBTI Type Distribution Among Italian and Non-Italian Brands





**Fig. 41** Unified MBTI Type Distribution Among Italian and Non-Italian Brands

As anticipated, there were no significant differences between the general bar chart and the Italian-specific one. This can be attributed not only to the prevalence of Italian-origin brands but also to previously discussed considerations. Confronting these results with the Distribution of MBTI Types Among Brands, ISFJ and ENFJ remain the most prevalent ones. Instead, the ENFJ type is not particularly representative of Italian-origin brands, whereas the ISTJ type, ranking third, is more prevalent.

### *ISTJ*

The MBTI ISTJ type, characterized by Introversion (I), Sensing (S), Thinking (T), and Judging (J), may be highly valued by Italian-origin brands in the Food and Beverages sector due to its distinctive traits. As observed, attributes that emphasize a brand's focus on quality and exceptional sensory experience are particularly esteemed in the Italian market. Moreover, ISTJs are known to adhere to traditions and proven methods, a trait that deeply resonates with Italian cultural values of heritage preservation and artisanry. Italian-origin brands might therefore favour this MBTI type to convey their dedication to preserving traditional techniques and the authenticity of their products. This type prefers a direct communicative nature, transparent about the origin and preparation methods of products. Finally, they tend to prioritize functionality and efficiency, crucial aspects for brands aiming to maintain high standards in food and beverage production

From the perspective of non-Italian brands operating in the Italian market, there is a preference for the following psychological types:

- *ENFJ*: Renowned for their relationship-building skills and charisma, ENFJs traits may aid international brands in establishing an emotional connection with Italian consumers, who value an authentic and personal approach. Additionally, brands with those traits potentially can leverage their value-oriented nature to resonate with Italian consumers who appreciate authentic and socially committed brand stories.
- *ESFP*: Known for their vibrant and sensory-oriented disposition, ESFPs can appeal to Italian consumers attentive to the quality and aesthetics of food and beverage products. Furthermore, the ESFP's ability to create engaging and entertaining experiences can be an effective strategy for non-Italian brands to stand out in a competitive market.
- *ENTP*: Distinguished by their innovative spirit and creativity, ENTPs can offer a fresh perspective in the Italian market, renowned for its traditionalism. This innovative approach can attract consumers seeking novel experiences. Their adaptability and quick response to latest trends can be advantageous for international brands navigating the complex Italian culinary landscape.
- *ESTP*: Practical and action oriented, ESTPs can help non-Italian brands to operate effectively in the Italian market, characterized by high expectations of quality and authenticity. Their focus on direct experience and sensory engagement can be particularly valued in a market where taste and aesthetics are paramount.

In conclusion, non-Italian brands might favour these MBTI types for their ability to connect with Italian consumers through a balance of innovation and sensory engagement, as well as for their skill in creating unique and memorable experiences. These traits can assist international brands in distinguishing themselves in a market known for its strong connection to tradition, while respecting Italian consumers' inclination for quality and authenticity.

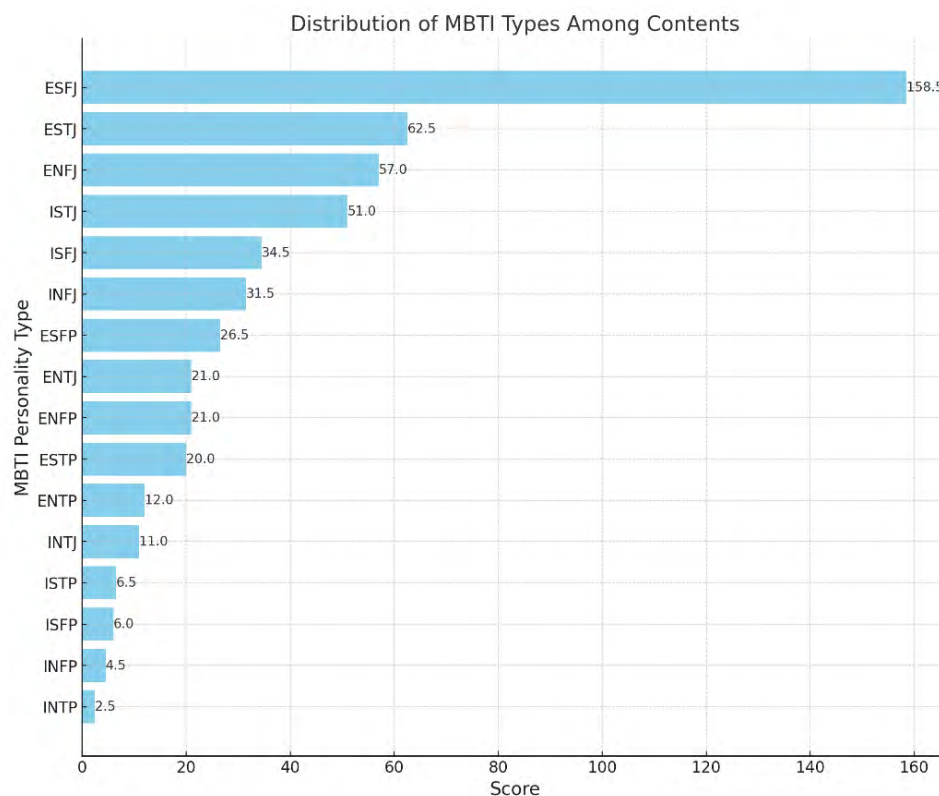
#### **4.2.3 Analysis of “Partial Analysis” Dataset**

In this part of analysis, one of the sixteen MBTI psychological type is attributed to each analysed online content of several brands or corporates. In this other context, this

methodology is intriguing to me as it possesses the capacity to yield valuable perspectives on the diverse array of communication styles epitomized by the MBTI personalities, particularly in relation to the nature of online content. Those insights can be extremely useful to brands and corporates especially in shaping communication strategies. In fact, brands and corporates might leverage this information to aligning their communication styles with its prevalent MBTI characteristic, to maintain coherence in the overall brand identity process. Moreover, it has the potential to enhances better positioning within market and to reach better the target audience.

The analysis refers to data from the "Partial Analysis" database, which encompasses 526 total records corresponding to 132 distinct brands and corporates.

### Distribution of MBTI Types Among Brand’s Communication Contents



*Fig. 42 Distribution of MBTI Types Among Contents*

The chart, delineating the distribution of the sixteen Myers-Briggs Type Indicator (MBTI) types among contents of brands and corporates in the Italian market, appears to reflect a communication strategy which align to traits present in profiles that could possibly resonate effectively with their target audience. The prevalence of ESFJ, ESTJ, ENFJ and ISTJ types among these brands may once again be interpreted through the

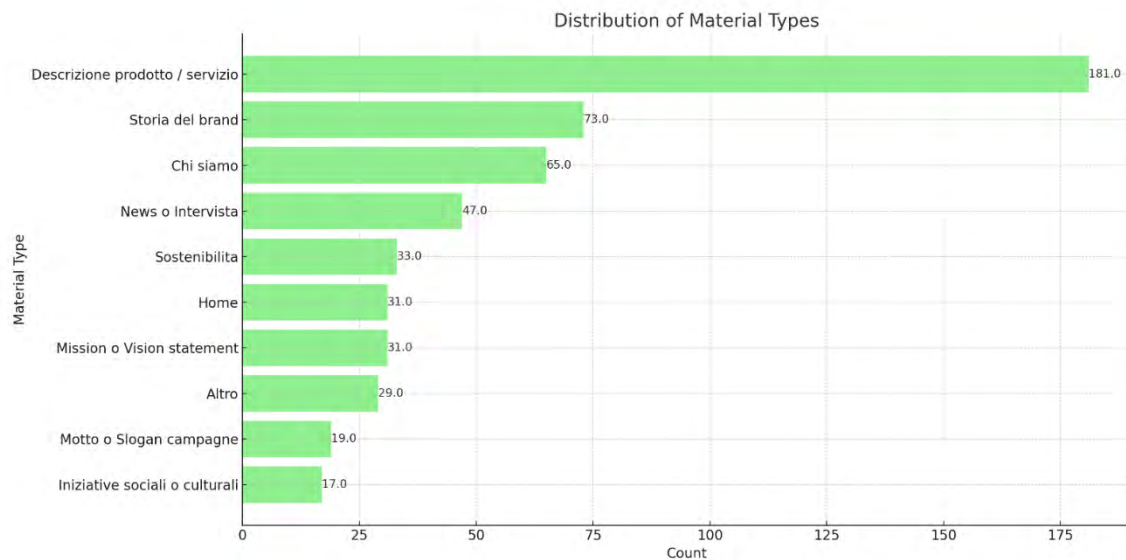
prism of distinctive characteristics of the Food and Beverage sector in Italy, a market deeply rooted in tradition, quality, and authenticity. As we already know:

- *ESFJ*: this type is perceived as socially engaged, meticulous, and structured, prioritizing harmonious relationships and a robust sense of community. Their commitment to sensory excellence and attention to detail plausibly aligns with the Italian market's demand for high-quality products and authentic experiences. The orientation towards extroversion (E) presumably enables ESFJ brands to actively engage in the community, reflecting local values, traditions, and social causes, and contributing dynamically to the social fabric. This is in accord with the increasing consumer preference for brands that demonstrate social responsibility and community involvement.
- *ESTJ*: this type is usually characterized by efficiency, organization, and practicality. Their pragmatic and structured approach appears to be in harmony with the Italian market's expectations for high standards in the food and beverage sector. Furthermore, their extroverted nature and focus on tangible quality and the sensory excellence of offerings align with the market demand for rich and authentic culinary experiences.
- *ENFJ*: this type is recognized for their charisma, empathy, and vision, emphasizing meaningful connections and ethical integrity. Their commitment to nurturing customer relationships potentially aligns with the Italian market's preference for brands that offer exceptional products while fostering community and purpose. In the Italian food and beverage sector, where storytelling and emotional resonance are key, ENFJ brands may excel by crafting narratives that reflect societal and cultural values.
- *ISTJ*: this type is renowned for their adherence to traditions and proven methods, a trait that potentially resonates deeply with the Italian cultural values of heritage conservation and artisanry. Fostering this MBTI type might be a strategy brands to convey their dedication to preserving traditional techniques and the authenticity of their products.

The emphasis on Sensing (S) and Judging (J) traits, once again, seems reflect an alignment with Italian consumers' preferences for tangible quality, authenticity, and a sensorially rich culinary experience, while simultaneously valuing artisanry, the provenance of ingredients, and authentic culinary heritage.

Nevertheless, a sole focus on the distribution of MBTIs in this context is not accurate. As previously declared, those analyses were conducted on individual pieces of content rather than on the entire website, in contrast to previous analyses. For that reason, it is imperative to consider the type of contents and their distribution.

## Distribution of Content Types



*Fig. 43 Distribution of Material Types*

The chart under consideration delineates the diversity and frequency of several types of online contents that I have collected and analysed in this project. As will be discussed, certain types of materials manifest with greater frequency than others. This observation is attributable not solely to the more prevalent presence of these types of content present online, but also to my deliberate focus on what I perceive as the most frequently visited pages by an average user. This distribution is crucial for reflecting on the results of the "Distribution of Material Types Among Contents". It is imperative to consider these data, as depending on the type of content, the style of communication might vary. Consequently, brands might appear inconsistent with their overall communication strategy previously analysed. For example, "About Us" pages represent specific categories of content that brands use to engage with their audience and inform about the culture, the core activities, and so on. Conversely, content categorized as "Product/Service Description" aims to inform the customer about a product or service and to encourage

purchase decisions. The frequency of each type of material could provide insights into why a particular MBTI type, identified in the preceding analysis, might be predominant.

1. *Product/Service Description*: A predominance of this material may suggest that brands are strongly focusing on detailing the characteristics, benefits, and uniqueness of their products or services. A strategy that is fundamentally logical.
2. *Home*: The frequent occurrence of material related to the main page (home) could suggest that brands place significant emphasis on their online first impression, crafting content that effectively welcomes, informs, and engages visitors.
3. *About Us*: A substantial distribution of this type of content might suggest the importance for brands to establish a personal connection with consumers, sharing their story, values, mission, and vision. Such communication could hypothetically strengthen the brand's identity and promote customer loyalty.

### Considerations on data validation through data distribution analysis

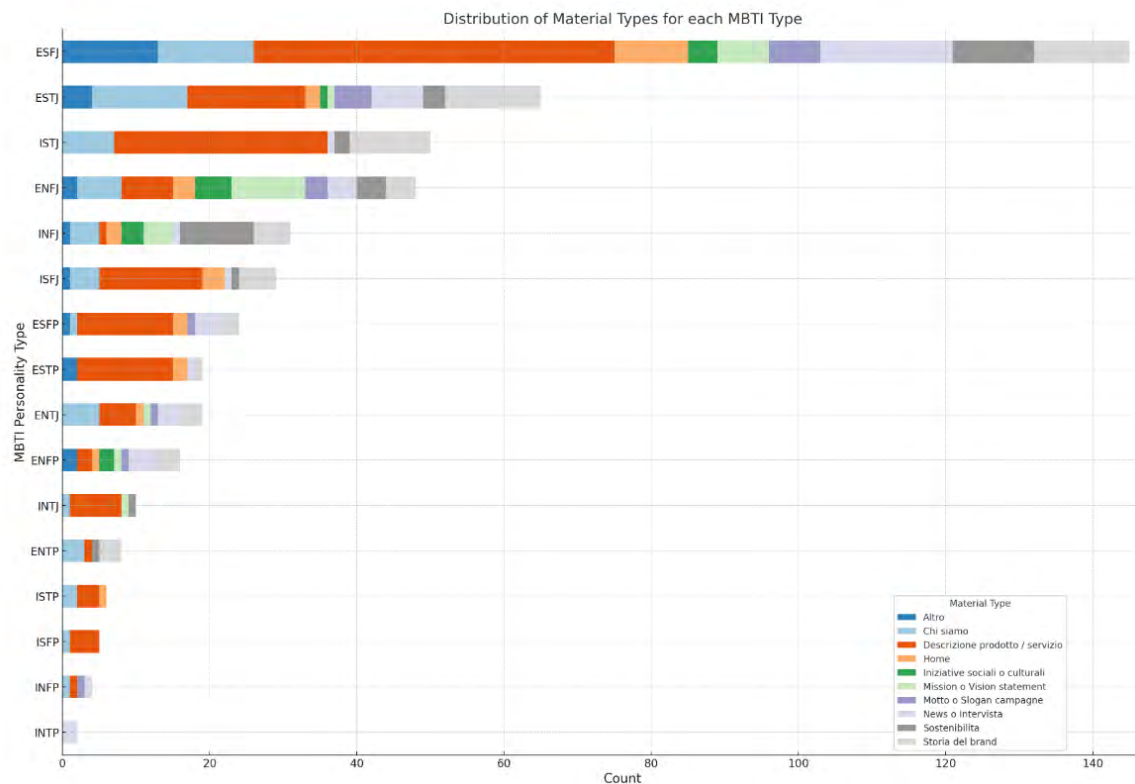


Fig. 44 Distribution of Material Types for each MBTI Type

The subsequent chart delineates the distribution of various material types analysed for each resulting MBTI. This overview facilitates an understanding of the actual composition of the data. However, it is essential to ascertain the authenticity and

pertinence of the research data to maintain its integrity. Indeed, the equitable distribution of content types across MBTI profiles may enhance the study's validity, supporting a more balanced and comprehensive view of brand communication strategies. This balanced approach aligns with academic best practices in research, emphasizing the importance of representativeness and fairness in data sampling and analysis. By ensuring that no single MBTI type is overly disproportionately represented in specific content categories, the research guards against the risk of confirmation bias, especially where data might be steered to confirm pre-existing hypotheses or beliefs. In fact, there exists a risk of misinterpreting the data if there is an overrepresentation of one material type over another, as previously mentioned. The primary concern was the high prevalence of Product/Service Description, which could potentially lead to unbalanced outcomes. For instance, if an MBTI is commonly associated with "Product/Service Description," this might disproportionately dominate the profile of that MBTI, thereby obscuring associations with other Material Types. However, as observed in the chart, this material type is uniformly present across almost all MBTIs. Hence, considering the collective set of information, it seems to be feasible to derive an enough valid result.

The meticulous validation of data and the strategic inclusion of diverse content types in the analysis are not just methodological choices; they are reflections of a deeper commitment to academic rigor and the pursuit of a nuanced, comprehensive understanding of brand personality. This approach acknowledges the complexity of consumer-brand interactions and strives to provide a framework for interpreting and leveraging MBTI profiles in strategic brand communication.

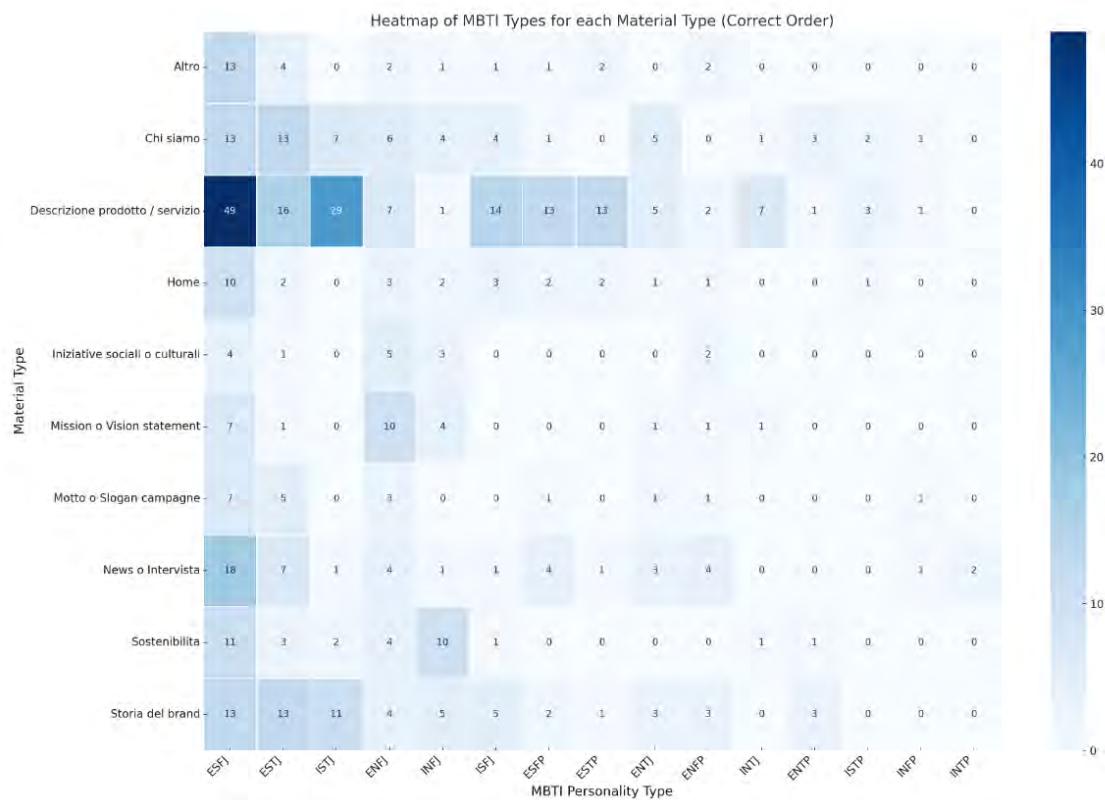
*Other considerations about the distribution of data:*

As discerned from the chart, certain MBTI types are more prevalent than others. This observation may reflect a trend or preference in associating specific personality types with brands. For instance, if a particular MBTI type, such as ESFJ in this context, predominates, it may indicate a branding or communication strategy tailored to emulate the fundamental characteristics of that specific personality. However, it is essential to approach this interpretation with caution, considering the broader context of the market and the intrinsic complexity of consumer behaviour. The academic field of marketing and consumer psychology often warns against over-simplification or over-generalization

based on typologies, as individual consumer behaviour can be influenced by a myriad of factors, including cultural, situational, and personal variables.

This data representation offered a preliminary overview of the potential correlation between MBTI types and content categories. However, for a more nuanced analysis of this distribution, a heatmap visualization would provide a more precise depiction of the results. This approach would facilitate the identification of patterns and enable a more comprehensive and in-depth analysis of the trends.

### Distribution of MBTI Types for each Content Types



**Fig. 45** Heatmap of MBTI Types for each Material Type

The heatmap under consideration, which delineates the distribution of Myers-Briggs Type Indicator (MBTI) types across diverse content types linked with brands, presents a comprehensive panorama of insights pertinent to branding and marketing methodologies within the Italian Food and Beverages sector. It furnishes a visual exposition of the interplay and prevalence of various MBTI types in relation to the associated content types. This heatmap is poised to offer a nuanced comprehension of the strategic alignment of brands' communicative approaches with MBTI types, tailored for each content type,



thereby resonating with their intended demographic. The array of MBTI types across distinct content genres could elucidate the narrative strategies brands employ to harmonize with, or distinguish themselves from, consumer anticipations and prevailing market dynamics. The analysis will now focus on the prevalent MBTI types for each content category, accompanied by considerations regarding the logic and benefits of adopting communication styles that reflect the distinctive traits of specific MBTI personalities.

### *The Product and Service Description*

The "Product/Service Description" ("Descrizione prodotti / servizi") category on brand websites constitutes a critical section wherein corporations delineate the attributes, advantages, and unique features of their products or services. The analysis in this context has underscored a substantial prevalence of:

- ESFJ (49): The adoption of an ESFJ communicative style likely aims to underscore how the product or service can enhance the consumer's life, highlighting both tangible and intangible benefits and forging an emotional connection. Brands probably do not merely inform the consumer but also resonate on an empathetic level, potentially bolstering loyalty and trust in the brand.
- ISTJ (29): Conversely, the ISTJ communicative style may accentuate the reliability, precision, and quality of the product. Brands with an ISTJ are likely to have an approach which tends to provide detailed information, specific technicalities, and concrete data to convey a sense of competence and dependability. This communicative style potentially appeals to consumers seeking certainty, clarity, and consistency in the information provided, thereby facilitating informed and rational purchasing decisions.

### *The Brand and Corporate history*

The "Brand History" ("Storia del brand") is important in establishing profound and meaningful connection with the consumer by narrating the evolution, foundational values, and significant milestones that have marked the company's journey. The analysis suggests a predominant usage of communication styles corresponding to:

- ESFJ (13): communicative style associated with this type may be employed to accentuate the brand's commitment to its clients and community, narrating stories that resonate on a personal level and that reflect a genuine interest in collective well-being. Through this approach, brands may strive to present themselves as caring and attentive entities, placing people at the heart of their corporate mission.
- ESTJ (13): The deployment of an ESTJ communicative style may aim to underscore the solidity, consistency, and reliability of the brand over time. By detailing strategic decisions, achieved milestones, and methodical growth, brands with an ESTJ approach presumably intend to communicate their competence, seriousness, and dedication to quality and excellence.
- ISTJ (11): The ISTJ type theoretically is aptly suited to narrate the "Brand History" with an emphasis on tradition, precision, and a commitment to quality. This style may reflect an intention to convey the significance of the brand's history, roots, and core values, with an approach that reassures consumers about the company's seriousness and authenticity.

### *The About Us*

The "About Us" ("Chi siamo") section on brand websites plays a pivotal role as it serves as a portal through which corporations articulate their history, mission, values, and vision. The analysis of this category of content has underscored a prevalence of:

- ESFJ (13): the employment of this communicative style may be interpreted as an endeavour by brands to position themselves not merely as commercial entities but as active, considerate members of society, valuing and fostering genuine relationships with customers and the community. The emphasis on sensing (S) potentially enables brands to present their values and the quality of their products in a tangible, detailed manner, resonating deeply with consumers who value authenticity and transparency.
- ESTJ (13): The communication style associated with ESTJ traits suggests an intent by brands to underscore their reliability, consistency in operations, and dedication to upholding high standards. The ESTJs' aptitude for clear, decisive communication potentially bolsters the brand's image as an authoritative and trustworthy entity, thereby fostering trust among consumers.

### *The News and Interviews*

The "News or Interview" ("News o Intervista") section on brand websites plays a pivotal role in disseminating updates, developments, and significant insights, serving as a communicative bridge between the company and its audience. The analysis has revealed a pronounced predominance of the MBTI ESFJ communication style (with 18 brands adopting it) in this category, delineating an approach that interweaves empathy, social engagement, and clear, accessible communication. In this context, the ESFJ communicative style can be leveraged to emphasize a direct and personal connection with the audience, highlighting the brand's proximity to its customers and the community. Probably the aim is to establish an emotional connection with their audience, transforming each piece of news or interview into an opportunity to consolidate trust and strengthen a sense of belonging. Brands presumably underline their commitment to transparency and social interaction, likely tending to focus on community values and the importance of building authentic, enduring relationships, making this section a vibrant space for exchange and dialogue.

### *The Sustainability*

The "Sustainability" ("Sostenibilita") section usually focuses on articulating the company's dedication to responsible practices that are considerate of the environment and society. The analysis has indicated a marked prevalence of communication styles associated with:

- ESFJ (11): In this section, the ESFJ communicative style can be leveraged to accentuate the emotional connection and the care that the brand extends not only to its customers but also to the environment and the global community. Through this approach, brands strive to position themselves as responsible and considerate entities, acknowledging the significance of their ecological and social footprint and actively engaging in promoting a more sustainable future.
- INFJ (10): On the other hand, the INFJ type, known for its introversion, intuition, feeling, and judging, brings a visionary and often idealistic approach. In narrating "Sustainability," the adoption of an INFJ communicative style may aim to highlight the depth of the brand's commitment and its dedication to pursuing goals that transcend immediate corporate success. INFJs tend to focus on profound

values and ethical principles, and communication in this section can thus reflect a holistic vision, emphasizing the alignment between the brand's actions and a broader set of sustainability goals and collective well-being.

### *The Homepage*

The homepage (“Home”) of a brand's website functions as the principal gateway and the initial point of engagement with the online consumer. It is the section of a website where the brand seizes the opportunity to make a lasting first impression and establish a tone for the visitor's entire experience on the site. The analysis has revealed a dominance of the communication style corresponding to the MBTI type ESFJ (10) on the homepage. This likely underscore a strategic approach aimed at fostering a warm and engaging welcome from the outset, establishing thus an immediate emotional connection with visitors. Presumably the content focuses on the needs, desires, and well-being of the consumer, reflecting an approach that values listening, caring, and understanding the audience. Furthermore, having attention to visual details and the creation of a sensorially rich experience.

### *The Mission and Vision statement*

The "Mission or Vision Statement" (“Mission o Vision statement”) category on brand websites reflects the essence, long-term objectives, and ethical orientation of the company. The analysis has highlighted a significant prevalence of the communication style associated with the MBTI ENFJ type (identified in 10 brands) within this section. Employing ENFJs communication style, mission and vision statements can be crafted to evoke enthusiasm, presenting a future vision that is both ambitious and achievable. Furthermore, reflecting a deep commitment to values such as integrity, transparency, and social responsibility, aiming to create a strong emotional bond with the audience.

### *The Motto, Slogans and Campaigns*

Within "Motto or Slogan Campaigns" (“Motto o Slogan campagne”) section, the prevalence of communication styles is associated with:

- ESFJ (7): This empathetic engagement, intrinsic to the ESFJ, presumably renders the mottos, slogans and campaigns more relatable and indelible, thereby augmenting brand allegiance and consumer interaction.
- ESTJ (5): This style is likely to have a succinct communication, which crafts compelling slogans that bolster the brand's authoritative image and engender consumer trust.

### *The Social and Cultural initiatives*

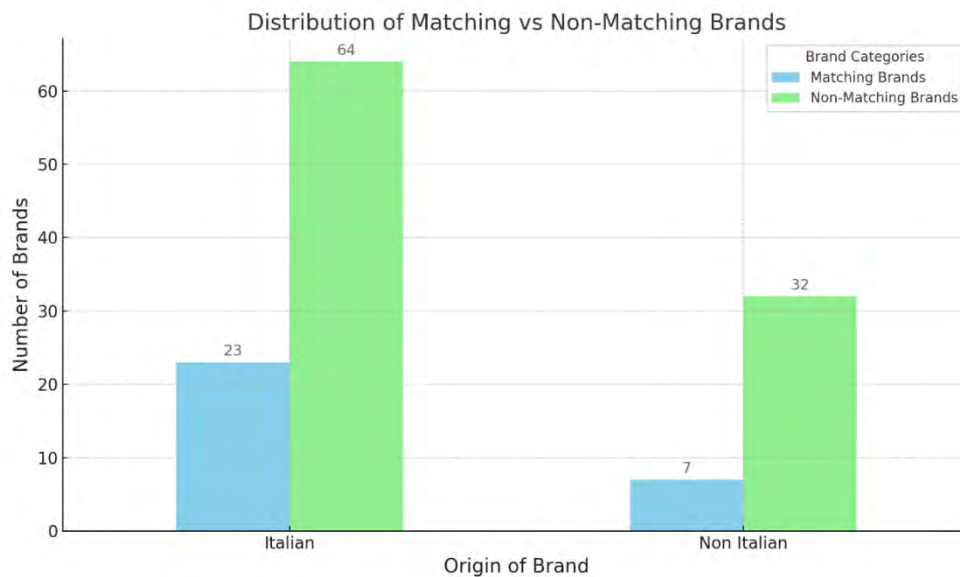
The analysis reveals that within the "Social and Cultural Initiatives" ("Iniziativa sociali o culturali") category on brand websites, there is a predominant use of communication styles mirroring the characteristics of:

- ENFJ (5): This style likely manifests in messages that stimulate action and evoke passion, emphasizing the importance of collective commitment towards meaningful social or cultural objectives. This approach potentially enables brands to forge a profound emotional connection with their audience, fostering active participation and a sense of belonging to the advocated cause.
- ESFJ (4): this style probably contributes to crafting messages that underscore the significance of collaboration and mutual support in social or cultural initiatives. Thus, accentuating the humanity of the brand, reinforcing the perception that the company is an active social player that values and supports authentic relationships within the community.
- INFJ (3): Brands possibly tend to convey deeply reflective and inspirational messages, aimed at stimulating meaningful change. This style likely enhances the portrayal of brands as ethically responsible and committed to collective well-being.

#### **4.2.4 Comparison between the two databases**

In this last analysis, the objective is to juxtapose the two databases, which necessitated the construction of a novel dataset amalgamating the "Total Analysis" and "Partial Analysis" datasets. This integration enabled a comprehensive examination of the accrued data. Of particular interest was the exploration of whether brands exhibit a consistent communication style across all their content, or whether they adopt divergent strategies,

such as tailoring their style to suit different content types. Cultural factors might play a role in how brands from different regions approach their communication strategies. To investigate this, a bar chart was constructed, depicting the frequency distribution of brands where the “Brand MBTI” aligns with the “Main MBTI”, segmented by Italian and non-Italian brands.



**Fig. 46** Comparison of Matching and Non-Matching Brands

The graphical representation elucidates that a considerable proportion of brands—67.56% of Italian and 82.05% of non-Italian entities—do not exhibit uniformity in the Myers-Briggs Type Indicator (MBTI) across various communication mediums or content categories. This phenomenon may be indicative of a deliberate strategic choice to modify communication styles in alignment with distinct contexts or demographic segments. Alternatively, it could reflect an absence of an integrated brand identity framework. In contrast, the minority of brands demonstrating congruence between their “Brand MBTI” and “Main MBTI” may suggest the existence of a subset of entities maintaining a cohesive communication approach, congruent with their core brand persona. This consistency could serve as a distinctive factor within the marketplace, potentially fostering enhanced brand recognition and fostering consumer loyalty.

Brands that do not match their MBTI across platforms may be perceived as more versatile and adaptable, tailoring their communication style to suit specific mediums or target demographics. This flexibility can be advantageous within a dynamic market landscape

characterized by ever-evolving consumer preferences and media consumption patterns. Conversely, brands exhibiting consistency in their communication style may be perceived as more authentic and trustworthy, a perception that can deeply resonate with consumers seeking stability and dependability in a brand's persona. It is imperative to acknowledge that certain MBTI types may inherently possess greater adaptability, capable of spanning a diverse range of content types without appearing incongruent, whereas other types may have a more specialized communication style that is challenging to synchronize with varied content forms.

For marketing professionals and brand strategists, understanding the implications of these findings is crucial. If the goal is to create a strong, unified brand image, then efforts should be made to ensure a closer alignment of the MBTI across the brand's diverse content spectrum. Alternatively, aiming to resonate with a more expansive audience demographic by adapting to varied contextual nuances, the prevailing strategy adopted by a substantial number of analysed brands (as indicated by the higher number of non-matching brands), might be more appropriate. Nonetheless, the data representation underscores the absence of a universally applicable for brand communication. Brands need to carefully consider their target audience, market environment, and overall brand strategy when deciding whether to maintain a coherent communication style across all platforms and content types.

### 4.3 Final Results: Comprehensive Insights and Implications

The application of the MBTI psychological model to branding is presented as a novel approach, attributing human-like personality traits to brands or corporations. Recognizing the distribution of MBTI types among brands can be highly beneficial for marketing strategists and brand managers. In this research paper this new methodology was designed and tested. To do so 3 datasets were constructed and analysed, showing coherent results with the market dynamics, indicating apparent validity of the methodology. In particular, each record indicates a MBTI psychological type to each brand, attributed through the analysis of brand's communication styles using Chat GPT 4.

#### 1. *"Total Analysis" dataset*

It includes 126 records, representing distinct brands and corporates, analysed the official website of the brand or corporate, having as output an overall personality type identified for each one.

The data reveals notable variation, possibly reflecting strategic brand positioning, with certain MBTI types being preferred due to their perceived resonance with target demographics, thereby influencing brand and marketing strategies. According to the results, Italian consumer preferences in the food and beverage sector emphasize tradition and quality, valuing the authenticity and sensory richness of culinary experiences. This aligns with the Sensing (S) and Feeling (F) traits of the Myers-Briggs Type Indicator (MBTI), Which indicating a preference for tangible, value-driven experiences. Furthermore, brands with the Judging (J) trait skilfully align their presentation of culinary heritage with Italian values of artisanry, enhancing sensory appeal, trust, and loyalty. Finally, brands may employ Introversion (I) to highlight artisanal attributes, or Extroversion (E) to convey a vibrant, broad-based appeal, catering to consumers valuing novelty, dynamism, and extroverted brand traits.

- Judging (61% of dataset): focus on operational excellence and consistent quality, essential in regions with high food and beverage standards
- Sensing (44% of dataset): emphasize product quality and sensory appeal, underscoring artisanal and authentic elements.
- Feeling (35% of dataset): focus on emotional engagement and customer care.



*More prevalent MBTI psychological types of personality, according to results:*

1. ISFJ (24): marked by their reliability and traditional values and focus on ethical sourcing and community engagement, appealing to consumers seeking quality, authenticity, and genuine interaction. Their presence in the market may indicate a preference for brands that blend professional reliability with a personalized, community-focused approach.
2. ESFJ (18): distinguished by their community engagement, sensory quality, and reliability, balancing tradition with active social involvement. Their prominence presumably indicates a market preference for companies that combine excellent products with strong, community-focused relationships.
3. ESTJ (13): known for their efficiency and practicality, engage markets effectively and prioritize systematic, quality-driven operations. Their blend of tradition and innovation appeals to consumers who value both authenticity and modernity, resonating with those seeking reliable, quality products and forward-thinking approaches.

*Least prevalent MBTI psychological types of personality, according to results (1 brand each):*

1. INFP: valued for their compassion, creativity, and focus on authenticity, may not fully align with markets that prioritize sensory experiences and structured, factual storytelling. Their idealistic, value-driven approach and abstract communication style might resonate less in sectors where traditional, quality-focused attributes are paramount.
2. ENTJ: recognized for their assertiveness and strategic focus, excel in innovation and leadership but may not fully align with markets that highly prize traditional, sensory-rich culinary experiences.
3. ISTP: known for their practicality and adaptability, thrive in technically demanding sectors but may lack the emotional storytelling and community focus apparently crucial for the Italian markets, where empathetic, community-driven approaches are valued.

### *Cultural Alignment and Brand Origin:*

The study investigates, as well, the distribution and preferences of MBTI types among Italian (87) and non-Italian brands (37) present in the dataset in the Food and Beverages sector, emphasizing the influence of cultural identity on brand personality. Comparative analyses (Figs. 39, 40, 41) indicate a prevalence of ISFJ and ENFJ types overall, with a notable preference for ISTJ types among Italian brands.

ISTJ types, known for their traditionalism and focus on quality, align with Italian cultural values, emphasizing heritage preservation and artisanry. This preference, again, underscores Italian brands' dedication to authenticity and traditional methods, valuing direct communication, functionality, and efficiency in product presentation.

Conversely, non-Italian brands in the Italian market exhibit a preference for ENFJ, ESFP, ENTP, and ESTP MBTI types. These types, characterized by traits such as relationship-building (ENFJ), sensory-oriented disposition (ESFP), innovative spirit (ENTP), and practical, action-oriented approach (ESTP), enable these brands to forge emotional connections, offer unique sensory experiences, introduce innovation, and maintain quality and authenticity, thereby resonating with Italian consumers' values and preferences.

The study highlights the strategic alignment of MBTI brand personalities with cultural values, emphasizing the importance of understanding consumer psychology and cultural identity in market positioning and brand strategy within the Italian Food and Beverages sector.

### *2. "Partial Analysis" dataset*

It includes 526 records corresponding to 132 distinct brands and corporates. The attribution of the MBTI type was conducted upon online contents of brands and corporates. The focus was directed towards content believed to attract substantial viewer attention, thereby considering the perception of the brand that is predominantly influenced by user interaction.

The results from the distribution of MBTI types among Italian market brands suggest a strategic alignment with consumer expectations. Dominant MBTI types like ESFJ, ESTJ, ENFJ, and ISTJ seem to mirror Italy's cultural emphasis on quality, tradition, and authenticity. ESFJ types, known for their social engagement and attention to detail, reflect

the Italian market's preference for high-quality, authentic experiences and community-oriented values. ESTJ brands, with their efficiency and structured approach, meet the market's demand for high standards and authentic culinary experiences. ENFJ brands, characterized by their charisma and empathetic connections, align with the Italian preference for storytelling and cultural resonance in the food and beverage sector. ISTJ types, valuing traditions and proven methods, resonate with the Italian emphasis on heritage and authenticity.

The prevalence of Sensing (S) and Judging (J) traits likely underscores the market's preference for tangible quality, authenticity, and a sensorially rich experience, appreciating artisanry and authentic culinary heritage. These conclusions, again, seem to reflect properly the Italian market of Food and Beverage sector.

The research highlights the frequency of specific online content types and the distribution to explain variances in communication styles. The prevalence of the "About Us" pages, "Product/Service Description" and "Home" content types provides possible insights into the brands' communication strategies, suggesting a focus on product detailing, making impactful first impressions, and establishing personal connections to foster brand loyalty. The results indicate a varied prevalence of MBTI types among brands, hinting at potential trends in brand personality alignment. Through a heatmap it was shown how different MBTI types are aligned with specific content types, possibly reflecting strategic brand communication tailored to resonate with target demographics.

#### *Predominant MBTI types among contents*

- The Product and Service Description
  - ESFJ (49): presumably, brands try to emphasize life enhancement through their offerings and to forge emotional connections, aiming to boost loyalty and trust among consumers.
  - ISTJ (29): may highlight product reliability and precision, offering detailed data to attract consumers seeking clarity and informed choices.
- The Brand and Corporate history
  - ESFJ (13): this style likely highlights a brand's focus on client and community commitment, potentially portraying the brand as caring and prioritizing people in its mission.

- ESTJ (13): may emphasize a brand's stability and reliability, suggesting expertise and dedication to quality by highlighting strategic achievements and growth.
- ISTJ (11): focusing on tradition, precision, and quality, could aptly narrate a brand's history, aiming to highlight its roots and core values while reassuring consumers of the brand's authenticity and seriousness.
- The About Us
  - ESFJ (13): This style possibly positions brands as community-involved and authentic, emphasizing tangible details and values to attract consumers
  - ESFJ (11): probably adopted to highlight brand's commitment to emotional connection, care for customers, the environment, and the global community.
  - INFJ (10): this type presumably emphasizes a visionary, idealistic approach highlighting the brand's commitment to long-term goals, ethics, and alignment with broader sustainability objectives.
- The Homepage
  - ESFJ (10) emphasizes empathy and clear communication may foster closer ties with audiences, highlighting transparency and community engagement. May build trust and strengthen relationships and engagement.
- The Mission and Vision statement
  - ENFJ (10): probably highlights the company's essence, goals, and values like integrity and social responsibility, aiming to inspire and create an emotional bond with the audience.
- The Motto, Slogans and Campaigns
  - ESFJ (7): employing this style, empathy likely makes brand messages more relatable, enhancing loyalty and engagement.
  - ESTJ (5): The concise communication of this type probably strengthens the brand's authority and builds trust.
- The Social and Cultural initiatives

- ENFJ (5): this style is likely to inspire action and passion, promoting collective goals and deepening emotional ties with audiences, encouraging active involvement.
- ESFJ (4): highlights collaboration and mutual support, presumably presenting the brand as a compassionate community participant valuing authentic connections.
- INFJ (3): may focus on reflective and motivational content, emphasizing ethical responsibility and a commitment to societal well-being.

### 3. *Merge of "Total Analysis" and "Partial Analysis": Comparison between the two databases*

The analysis of this new dataset focuses on investigating the consistency of brands' communication styles across different content types and whether cultural factors influence these strategies. The results indicate that a significant majority of brands do not maintain a uniform MBTI type across communication channels, suggesting a strategic adaptation to diverse contexts or a lack of an integrated brand identity. However, some brands seem to show consistency between their overall MBTI type and those of content, possibly indicating a cohesive communication strategy that enhances brand recognition and loyalty. The adaptability or specificity of MBTI types to various content forms is also noted, emphasizing the need for marketing professionals to align their strategies with their brand's identity and audience's expectations. This study underscores that there is no one-size-fits-all approach to brand communication, urging brands to strategically choose their communication styles based on their target demographic, market conditions, and branding objectives.

## Conclusion

This study focuses on the strategic integration of AI in Brand Management. It highlights the potential for brands to leverage AI for internal assessment, as well as for gaining in-depth insights into market trends and competitive landscapes. This methodology was designed to reflect viewpoints that are not predominantly customer-centric; however, it may also offer potential enhancements in this domain. The aim is to provide brands and corporations with resources that enable better alignment with their strategic goals, thereby strengthening their connection with the target audience and bolstering their market position.

As supported in this research, employing the Carl Jung's theory of psychological types for the analysis of brands, particularly the texts of their communications, may prove to be an intriguing method to discern what can be termed the "brand personality." Indeed, each brand tends to possess a unique personality, a distinctive and identifiable mode of expression, which can be aligned with certain psychological types. Hence, by examining the text through the lens of psychological type theory, one can better understand the personality a brand is endeavouring to project and how different personalities manifest through written language. Furthermore, this tool can be instrumental for brands in developing a communication strategy that is more cohesive and congruent with their identity and the image they wish to convey. This can assist in maintaining a clear and consistent message across various campaigns and platforms.

It is worth considering that the alignment of brand personality with the Myers-Briggs Type Indicator (MBTI) of their target consumer base may be a strategic endeavour to foster a deeper connection and loyalty. Brands meticulously curate their personalities not just to mirror their consumers but also to embody the aspirational traits that their consumers desire to associate with. This association can lead to a stronger emotional engagement, as consumers often choose brands that resonate with their self-image or the image they aspire to project. Moreover, understanding the MBTI profiles prevalent among their consumer base can aid brands in tailoring their communication strategies. For instance, a brand whose target audience predominantly consists of individuals with the INTJ personality type might focus on showcasing innovation and expertise. In contrast, a brand with a consumer base of predominantly ESFP individuals might emphasize spontaneity, fun, and social connection in its messaging. It is also essential to

recognize the dynamic nature of consumer-brand relationships. As individuals grow and their personalities evolve, their preferences and brand perceptions may shift. Brands need to continuously engage in market research and adapt their strategies to these evolving dynamics. Leveraging MBTI profiles can be part of a broader, more comprehensive approach to understanding and responding to the psychological and emotional drivers of consumer behaviour. Lastly, while the alignment with MBTI types can be a powerful tool, brands must ensure that their strategies are inclusive and do not stereotype or alienate potential customers. The diversity within each personality type and the spectrum of consumer preferences necessitates a nuanced approach that respects individual differences while still achieving a resonant and cohesive brand identity.

### **Observations and Reflections:**

The research suggests that marketing professionals and brand strategists could use this methodology to create a strong, unified brand image or to resonate with a broader audience demographic by adapting to varied contextual nuances.

Brands might not exhibit uniformity in MBTI across various communication mediums or content categories. It could indicate strategic communication style changes or a lack of an integrated brand identity framework. Indeed, they possess the potential to navigate the equilibrium between sustaining a consistent communicative style across diverse platforms and content modalities, and the capacity to adjust to the dynamic market landscape, marked by the continuous evolution of consumer predilections and patterns of media consumption. Certain MBTI types may inherently possess greater adaptability, capable of spanning a diverse range of content types without appearing incongruent. Conversely, other types may have a more specialized communication style that is challenging to synchronize with varied content forms. It is imperative for brands to meticulously evaluate their target demographic, market milieu, and overarching brand strategy when delineating their approach to communication. This methodology furnishes novel avenues for analysing the market, thereby facilitating a more lucid comprehension of its inherent dynamics. However, brands that exhibit consistency in their communication style may be perceived as more authentic and trustworthy, resonating deeply with consumers who seek stability and dependability in a brand's persona. However, the ability to adapt and tailor communication styles can also be perceived positively, highlighting the brand's versatility and adaptability.

The data representation underscores the absence of a universally applicable formula for brand communication. Theoretically, each brand needs to navigate the balance between maintaining a consistent MBTI personality across all forms of communication and adapting to different mediums and audience demographics. The dominance of the communication style corresponding to the MBTI type ESFJ on the homepage of brand websites was noted. This style likely aims to establish an immediate emotional connection with visitors. To create a strong, unified brand image, efforts should focus on ensuring a closer alignment of the MBTI across the brand's diverse content spectrum. This means that the brand's communication style, whether on their website, social media, or other platforms, should consistently reflect the brand's MBTI personality type. Brands may also aim to resonate with a more expansive audience demographic by adapting to varied contextual nuances. This approach involves tailoring the communication style to suit different mediums or target demographics, reflecting the flexibility and adaptability of the brand. This strategy was observed in a considerable number of analysed brands, indicated by the higher number of non-matching MBTIs across different content forms.

### **Managerial implications**

The document underlines the need for a nuanced approach to brand communication and identity process and propose implications for branding strategy frameworks. In the context of brand management and marketing, the integration of the Myers-Briggs Type Indicator (MBTI) framework into brand communication strategies may potentially offer substantial insights. Hypothetically, if such an approach were to be meticulously tailored to the unique context and demographics of individual brands, it might involve the following theoretical considerations:

1. *Comprehensive Brand Personality Analysis*: Initially, a comprehensive analysis of the brand is imperative to ascertain the MBTI personality type of the brand. Subsequent to this identification, a critical examination of the brand personality's inherent strengths and limitations should be conducted, alongside an assessment of the extent to which it resonates with the expectations of the target audience.
2. *Consistency in Brand Communication*: Brands should ensure that their personality is manifest consistently across all communication mediums. While uniformity in messaging is not requisite, the essence, style, and core values should be synchronized to cultivate a cohesive brand identity.



3. *Adaptive Communication Styles*: Brands are encouraged to embrace flexibility in their communication styles, tailoring their approach to various platforms and audience demographics. For instance, an ESFJ style, characterized by warmth and amiability, may be well-suited for social media engagement, whereas an INTJ approach, noted for its analytical depth, might be more appropriate for detailed product information or technical support.
4. *Feedback and Engagement Analysis*: Regular examination of customer feedback and engagement metrics should be crucial for evaluating the perception of the brand's personality. Brands should be proactive in refining their communication strategies in response to these insights.
5. *Internal Alignment with Brand Personality*: It would be essential for all stakeholders involved in brand communication to have a profound understanding of the brand's MBTI type and the corresponding communication style that is to be projected.
6. *Experimental Communication Tactics*: Brands should experiment with varied communication styles across different content types and monitor the ensuing engagement. Employing methodologies such as A/B testing can offer valuable insights into effective strategies, necessitating subsequent adjustments based on empirical data.
7. *Authenticity in Communication*: Irrespective of the brand's MBTI type, it is vital to maintain authenticity in communication. Moreover, fostering a genuine connection with the audience can be significantly enhanced by highlighting the brand's personified qualities.
8. *Acknowledgment of Audience Diversity*: Recognizing the heterogeneity within the audience is critical. Brands should celebrate this diversity by crafting content that caters to various audience segments, thereby enhancing engagement and inclusivity.
9. *Responsiveness to Market Dynamics*: The ever-evolving nature of market trends and consumer preferences demands that brands remain vigilant and adaptable in their communication strategies. Staying attuned to these shifts ensures that the brand remains relevant and responsive to the changing market landscape.

Thus, the integrating the MBTI framework into brand communication strategies may offer a structured and psychological approach to analysing its identity and understanding and engaging with target demographics, thereby fostering a more resonant and effective brand presence.

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# Appendix

PARTIAL DATASET							
N.	Brand Name	Rif.	Material type	URL	MBTI	MBTI 2	Data
690	MUTTI		Chi siamo	<a href="https://multi-pari">https://multi-pari</a>	ISFJ		04/01/2024
691	MUTTI		Descrizione prod	<a href="https://multi-pari">https://multi-pari</a>	ISTJ		04/01/2024
692	MUTTI		Altro	<a href="https://multi-pari">https://multi-pari</a>	INFJ		04/01/2024
693	ACQUA SANT'ANNA		Home	<a href="https://www.san">https://www.san</a>	ENTP		07/01/2024
694	ACQUA SANT'ANNA		Descrizione prod	<a href="https://www.san">https://www.san</a>	ENFJ		07/01/2024
695	ADAMUS GIN		Chi siamo	<a href="https://www.ada">https://www.ada</a>	INTJ		07/01/2024
696	GRUPPO VERONESI		Mission / Vision st	<a href="https://www.gru">https://www.gru</a>	ESFJ		07/01/2024
697	GRUPPO VERONESI		Storia dell'aziende	<a href="https://www.gru">https://www.gru</a>	ENTJ		07/01/2024
698	GRUPPO VERONESI		Iniziative sociali /	<a href="https://www.gru">https://www.gru</a>	ENFJ		07/01/2024
699	AIA		Storia dell'aziende	<a href="https://www.aiaf">https://www.aiaf</a>	ENTP		07/01/2024
700	AGLUTEN		Chi siamo	<a href="https://agluten.it">https://agluten.it</a>	ENTP		07/01/2024
701	APEROL		Storia dell'aziende	<a href="https://www.ape">https://www.ape</a>	ENTP		07/01/2024
702	APEROL		Descrizione prod	<a href="https://www.ape">https://www.ape</a>	ENFP		07/01/2024
703	PANINI DURINI		Iniziative sociali /	<a href="https://www.pan">https://www.pan</a>	INFJ		07/01/2024
704	AUTOGRILL		Chi siamo	<a href="https://www.aut">https://www.aut</a>	ESFJ		07/01/2024
705	AUTOGRILL		Mission / Vision st	<a href="https://www.aut">https://www.aut</a>	ENFJ		07/01/2024
706	BACI PERUGINA		Storia dell'aziende	<a href="https://www.bac">https://www.bac</a>	ISFP		07/01/2024
707	BACI PERUGINA		Iniziative sociali /	<a href="https://www.bac">https://www.bac</a>	INFJ	ENFJ	07/01/2024
708	BACI PERUGINA		Mission / Vision st	<a href="https://www.bac">https://www.bac</a>	ENFP		07/01/2024
709	BAILEYS		Home	<a href="https://www.baill">https://www.baill</a>	INFJ	ENFJ	07/01/2024
710	BAILEYS		Storia dell'aziende	<a href="https://www.baill">https://www.baill</a>	ENTP	ESFP	07/01/2024
711	BALOCCO		Mission / Vision st	<a href="https://www.balc">https://www.balc</a>	INFJ	ENFJ	07/01/2024
712	BALOCCO		Storia dell'aziende	<a href="https://www.balc">https://www.balc</a>	ISFJ	ENTJ	07/01/2024
713	BAULI		Storia dell'aziende	<a href="https://www.bau">https://www.bau</a>	ISTP	ENTJ	07/01/2024
714	BAULI		Descrizione prod	<a href="https://www.bau">https://www.bau</a>	ISFJ		07/01/2024
715	BAULI		Descrizione prod	<a href="https://www.bau">https://www.bau</a>	ISFJ		07/01/2024
716	BELVEDERE		Home	<a href="https://www.belv">https://www.belv</a>	ESFP	ISFP	08/01/2024
717	BELVEDERE		Descrizione prod	<a href="https://www.belv">https://www.belv</a>	ESTP		08/01/2024
718	BELVEDERE		Descrizione prod	<a href="https://www.belv">https://www.belv</a>	INTJ		08/01/2024
719	BEVANDE FUTURISTE		Descrizione prod	<a href="https://www.bev">https://www.bev</a>	INTJ		08/01/2024
720	BEVANDE FUTURISTE		Storia dell'aziende	<a href="https://www.bev">https://www.bev</a>	ENFJ		08/01/2024
721	BEVANDE FUTURISTE		Mission / Vision st	<a href="https://www.bev">https://www.bev</a>	ENFP		08/01/2024
722	BEVANDE FUTURISTE		Descrizione prod	<a href="https://www.bev">https://www.bev</a>	ISFJ		08/01/2024
723	BIANCO FORNO		Chi siamo	<a href="https://www.biar">https://www.biar</a>	ISTJ		08/01/2024
724	BIRRA CASTELLO		Storia dell'aziende	<a href="https://www.birr">https://www.birr</a>	ENTJ	INFJ	08/01/2024
725	BIRRA CASTELLO		Descrizione prod	<a href="https://www.birr">https://www.birr</a>	ISTP		08/01/2024
726	BOMBAY SAPPHIRE		Storia dell'aziende	<a href="https://www.borr">https://www.borr</a>	ISTJ		08/01/2024
727	PANINO GIUSTO		News/Intervista	<a href="https://paninogiu">https://paninogiu</a>	ESFP		15/01/2024
728	PANINO GIUSTO		Chi siamo	<a href="https://paninogiu">https://paninogiu</a>	ESFJ		15/01/2024
729	BREYERS		Descrizione prod	<a href="https://www.brey">https://www.brey</a>	ISFJ		08/01/2024
730	BREYERS		Storia dell'aziende	<a href="https://www.brey">https://www.brey</a>	ISFJ		08/01/2024
731	BREYERS		Iniziative sociali /	<a href="https://www.brey">https://www.brey</a>	INFJ		08/01/2024
732	BRIOSCHI		Descrizione prod	<a href="https://www.effe">https://www.effe</a>	ISTJ		08/01/2024
733	PANINI DURINI		Home	<a href="https://www.pan">https://www.pan</a>	ENFP		08/01/2024

734	BULLDOG GIN		Descrizione prod	<a href="#">Bulldog Lond</a>	ENTJ		08/01/2024
735	BULLDOG GIN		Storia dell'aziend	<a href="https://www.bull">https://www.bull</a>	ENTJ		08/01/2024
736	BURGER KING		Storia dell'aziend	<a href="https://www.burg">https://www.burg</a>	ESTP		08/01/2024
737	BURGER KING		Descrizione prod	<a href="https://www.burg">https://www.burg</a>	ISTJ		08/01/2024
738	BURGER KING		Descrizione prod	<a href="https://www.burg">https://www.burg</a>	ESTP		08/01/2024
739	CAFFÈ VERGNANO	97	Storia dell'aziend	<a href="https://www.caff">https://www.caff</a>	INFJ		09/01/2024
740	CAFFÈ VERGNANO	98	Storia dell'aziend	<a href="https://www.caff">https://www.caff</a>	ISFJ		09/01/2024
741	CAFFÈ VERGNANO	99	Iniziative sociali /	<a href="https://www.caff">https://www.caff</a>	ENFJ		09/01/2024
742	CAFFÈ VERGNANO	100	Descrizione prod	<a href="https://www.caff">https://www.caff</a>	ESTJ		09/01/2024
743	CAFFÈ BORBONE	101	Altro	<a href="https://www.caff">https://www.caff</a>	ENFJ		09/01/2024
744	CAFFÈ BORBONE	102	Mission / Vision s	<a href="https://www.caff">https://www.caff</a>	ENFJ		09/01/2024
745	CAFFÈ BORBONE	103	Descrizione prod	<a href="https://www.caff">https://www.caff</a>	ISTJ		09/01/2024
746	CAMPARI	104	Storia dell'aziend	<a href="https://www.camp">https://www.camp</a>	ENTP		09/01/2024
747	CAMPARI	105	Storia dell'aziend	<a href="https://www.camp">https://www.camp</a>	ENFP		09/01/2024
748	CAMPARI	107	Altro	<a href="https://www.camp">https://www.camp</a>	ENFP		09/01/2024
749	CAMPARI	108	Iniziative sociali /	<a href="https://www.camp">https://www.camp</a>	ENFP		09/01/2024
750	CAMPARI	109	Descrizione prod	<a href="https://camparile">https://camparile</a>	ENTP		09/01/2024
751	CERES	120	Altro	<a href="https://www.cere">https://www.cere</a>	ESTP		09/01/2024
752	CERES	121	Descrizione prod	<a href="https://www.ce">https://www.ce</a>	ISFP	INFP	09/01/2024
753	COCA COLA		Storia dell'aziend	<a href="https://www.coc">https://www.coc</a>	ESFP		09/01/2024
754	COCA COLA COMPANY		Mission / Vision s	<a href="https://www.coc">https://www.coc</a>	ENFJ		09/01/2024
755	COCA COLA COMPANY		Storia dell'aziend	<a href="https://www.coc">https://www.coc</a>	ENTP		09/01/2024
756	COCA COLA COMPANY		Sostenibilità	<a href="https://www.coc">https://www.coc</a>	INFJ		09/01/2024
757	COCA COLA COMPANY		Descrizione prod	<a href="https://www.coc">https://www.coc</a>	ENFP		09/01/2024
758	DANONE	244	Storia dell'aziend	<a href="https://corporate">https://corporate</a>	INFJ		09/01/2024
759	DANONE	246	Mission / Vision s	<a href="https://corporate">https://corporate</a>	INFJ		09/01/2024
760	ESSELUNGA	304	Motto / Slogan ca	<a href="https://www.ifatt">https://www.ifatt</a>	INFP		09/01/2024
761	ESSELUNGA	307	Descrizione prod	<a href="https://www.ess">https://www.ess</a>	ESFJ		09/01/2024
762	ESSELUNGA	314	Storia dell'aziend	<a href="https://www.ess">https://www.ess</a>	ENTJ		09/01/2024
763	FABBRI	315	Storia dell'aziend	<a href="https://www.fabf">https://www.fabf</a>	ENTP		09/01/2024
764	FABBRI	319	Mission / Vision s	<a href="https://www.fabf">https://www.fabf</a>	ENFJ		09/01/2024
765	FABBRI		Chi siamo	<a href="https://www.fabf">https://www.fabf</a>	ESTJ		09/01/2024
766	GIOCANNI RANA	397	Descrizione prod	<a href="https://www.giov">https://www.giov</a>	ENFJ		09/01/2024
767	FERRERO	354	Descrizione prod	<a href="https://qualita.fe">https://qualita.fe</a>	ISTJ		09/01/2024
768	FERRERO	355	Descrizione prod	<a href="https://qualita.fe">https://qualita.fe</a>	ISTJ		09/01/2024
769	FERRERO	356	Descrizione prod	<a href="https://www.ferre">https://www.ferre</a>	ESFP		09/01/2024
770	FERRERO	357	Descrizione prod	<a href="https://www.ferre">https://www.ferre</a>	ESTP		09/01/2024
771	FERRERO	358	Descrizione prod	<a href="https://www.ferre">https://www.ferre</a>	ISFP		09/01/2024
772	FERRERO	359	Descrizione prod	<a href="https://www.ferre">https://www.ferre</a>	ESTJ		09/01/2024
773	MC DONALD	360	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ESTP		09/01/2024
774	MC DONALD	361	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ESTP		09/01/2024
775	MC DONALD	362	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ISTP		09/01/2024
776	MC DONALD	363	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ESFP		09/01/2024
777	MC DONALD	364	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ESTP		09/01/2024
778	MC DONALD	365	Descrizione prod	<a href="https://www.mcc">https://www.mcc</a>	ESFP		09/01/2024
779	MC DONALD	366	Altro	<a href="https://www.mcc">https://www.mcc</a>	ESFJ		09/01/2024
780	MC DONALD		Mission / Vision s	<a href="https://www.mcc">https://www.mcc</a>	ESFJ		09/01/2024
781	GIOCANNI RANA	398	Descrizione prod	<a href="https://www.giov">https://www.giov</a>	ISFP		09/01/2024
782	KINDER	353	Descrizione prod	<a href="https://www.kind">https://www.kind</a>	ESFP		10/01/2024
783	GIOCANNI RANA	400	Altro	<a href="https://ram-cons">https://ram-cons</a>	ESTJ		10/01/2024
784	HAUSBRANDT	416	Descrizione prod	<a href="https://www.hau">https://www.hau</a>	ESTJ	ESFJ	10/01/2024



785	HAUSBRANDT	419	Mission / Vision s	<a href="https://www.hau">https://www.hau</a>	ESFJ		10/01/2024
786	HAUSBRANDT	420	Descrizione prod	<a href="https://www.hau">https://www.hau</a>	ESTJ	ESFJ	10/01/2024
787	HAUSBRANDT	421	Motto / Slogan ca	<a href="https://www.hau">https://www.hau</a>	ESTJ	ESFJ	10/01/2024
788	HAUSBRANDT	422	Altro	<a href="https://www.hau">https://www.hau</a>	ESTJ		10/01/2024
789	HAUSBRANDT	423	Descrizione prod	<a href="https://www.hau">https://www.hau</a>	ENFJ		10/01/2024
790	HEINEKEN	424	Descrizione prod	<a href="https://www.heir">https://www.heir</a>	ESFJ		10/01/2024
791	HEINEKEN	425	Descrizione prod	<a href="https://www.heir">https://www.heir</a>	ENFJ		10/01/2024
792	HEINEKEN	426	Descrizione prod	<a href="https://www.heir">https://www.heir</a>	ENFJ		10/01/2024
793	HEINEKEN	427	Descrizione prod	<a href="https://www.heir">https://www.heir</a>	ESFJ		10/01/2024
794	HEINEKEN	428	Motto / Slogan ca	<a href="https://www.slog">https://www.slog</a>	ESFJ		10/01/2024
795	HEINZ	429	Motto / Slogan ca	<a href="http://www.grigli">http://www.grigli</a>	ESFP		10/01/2024
796	HEINZ	434	Motto / Slogan ca	<a href="https://en.wikipe">https://en.wikipe</a>	ESTJ		10/01/2024
797	KRAFT-HEINZ		Chi siamo	<a href="https://www.kraf">https://www.kraf</a>	ESTJ		10/01/2024
798	KRAFT-HEINZ		News/Intervista	<a href="https://news.kra">https://news.kra</a>	ESFP		10/01/2024
799	ILLY CAFFÈ	460	Descrizione prod	<a href="https://www.illy.c">https://www.illy.c</a>	ESFJ		10/01/2024
800	ILLY CAFFÈ	461	Iniziative sociali /	<a href="https://www.illy.c">https://www.illy.c</a>	ENFJ		10/01/2024
801	ILLY CAFFÈ	463	Mission / Vision s	<a href="https://www.illy.c">https://www.illy.c</a>	ENFJ	ENTJ	10/01/2024
802	ILLY CAFFÈ	464	Descrizione prod	<a href="https://www.illy.c">https://www.illy.c</a>	ENTJ		10/01/2024
803	ILLY CAFFÈ	465	Descrizione prod	<a href="https://www.illy.c">https://www.illy.c</a>	ENFJ		10/01/2024
804	KINDER	486	Motto / Slogan ca	<a href="https://www.kind">https://www.kind</a>	ESFJ		10/01/2024
805	KINDER	487	Storia dell'aziend	<a href="https://www.kind">https://www.kind</a>	ESFJ		10/01/2024
806	KINDER	489	News/Intervista	<a href="https://ilfattoalim">https://ilfattoalim</a>	ESFJ		10/01/2024
807	KINDER	490	News/Intervista	<a href="https://www.fucio">https://www.fucio</a>	ESFJ		10/01/2024
808	KINDER	491	Descrizione prod	<a href="https://www.kind">https://www.kind</a>	ESFJ		10/01/2024
809	LAVAZZA	498	Descrizione prod	<a href="https://www.lava">https://www.lava</a>	ESTJ		10/01/2024
810	LAVAZZA	499	Storia dell'aziend	<a href="https://www.lava">https://www.lava</a>	ESTJ		10/01/2024
811	LAVAZZA	500	Descrizione prod	<a href="https://www.lava">https://www.lava</a>	ESFJ		10/01/2024
812	LAVAZZA	501	News/Intervista	<a href="https://ecommer">https://ecommer</a>	ENTJ		10/01/2024
813	LAVAZZA	502	Motto / Slogan ca	<a href="https://www.lava">https://www.lava</a>	ENTJ		10/01/2024
814	LAVAZZA	503	Altro	<a href="https://www.lava">https://www.lava</a>	ESFJ		10/01/2024
815	LETE	516	Home	<a href="https://acqualet">https://acqualet</a>	ESFJ		10/01/2024
816	LETE	517	News/Intervista	<a href="https://www.lind">https://www.lind</a>	ESFJ		10/01/2024
817	LETE	518	Descrizione prod	<a href="https://acqualet">https://acqualet</a>	ESFJ		10/01/2024
818	LETE	519	Descrizione prod	<a href="https://acqualet">https://acqualet</a>	ESFJ		10/01/2024
819	LIDL	520	Descrizione prod	<a href="https://www.lidl.i">https://www.lidl.i</a>	ESTJ		10/01/2024
820	LIDL	521	Descrizione prod	<a href="https://www.lidl.i">https://www.lidl.i</a>	ESFJ		10/01/2024
821	LIDL	522	Descrizione prod	<a href="https://www.lidl.i">https://www.lidl.i</a>	ESFJ		10/01/2024
822	LIDL	523	Chi siamo	<a href="https://lavoro.lidl">https://lavoro.lidl</a>	ENFJ		10/01/2024
823	LIDL	524	News/Intervista	<a href="https://www.fres">https://www.fres</a>	ESFJ		10/01/2024
824	LIDL	525	News/Intervista	<a href="https://www.figc">https://www.figc</a>	ESFJ		10/01/2024
825	LINDT	526	Altro	<a href="https://opinioni.it">https://opinioni.it</a>	ESFJ		10/01/2024
826	LINDT	528	Descrizione prod	<a href="https://www.picc">https://www.picc</a>	ESFJ		10/01/2024
827	MARTINI	544	Descrizione prod	<a href="https://www.mar">https://www.mar</a>	ESFJ		10/01/2024
828	MARTINI	545	Storia dell'aziend	<a href="https://www.mar">https://www.mar</a>	ESTJ		10/01/2024
829	MARTINI	546	Descrizione prod	<a href="https://www.mar">https://www.mar</a>	ESFJ		10/01/2024
830	MARTINI	547	Motto / Slogan ca	<a href="https://www.slog">https://www.slog</a>	ESFJ		10/01/2024
831	MARTINI	549	Home	<a href="https://www.mar">https://www.mar</a>	ESFJ		10/01/2024
832	MONTENEGRO	581	Storia dell'aziend	<a href="https://www.mor">https://www.mor</a>	ESTJ		10/01/2024
833	MONTENEGRO	582	Descrizione prod	<a href="https://www.mor">https://www.mor</a>	ESTJ		10/01/2024
834	MONTENEGRO	583	Descrizione prod	<a href="https://www.eno">https://www.eno</a>	ESFJ		10/01/2024
835	MONTENEGRO	584	News/Intervista	<a href="https://www.ven">https://www.ven</a>	ESFJ		10/01/2024

836	MORETTI	585	Motto / Slogan ca	<a href="https://www.birra">https://www.birra</a>	ESFJ		10/01/2024
837	MORETTI	586	Descrizione prod	<a href="https://www.birra">https://www.birra</a>	ESFJ		10/01/2024
838	MORETTI	587	Home	<a href="https://www.birra">https://www.birra</a>	ESFJ		10/01/2024
839	MORETTI	588	Descrizione prod	<a href="https://www.birra">https://www.birra</a>	ESFJ		10/01/2024
840	MULINO BIANCO	598	News/Intervista	<a href="https://www.eng">https://www.eng</a>	ESFJ		10/01/2024
841	NESPRESSO	606	News/Intervista	<a href="https://marketing">https://marketing</a>	ESFJ		10/01/2024
842	NESTLÈ	607	Storia dell'azienda	<a href="https://www.nes">https://www.nes</a>	ESTJ		10/01/2024
843	NESTLÈ	608	Chi siamo	<a href="https://www.nes">https://www.nes</a>	ESTJ		10/01/2024
844	NESTLÈ	609	Iniziative sociali /	<a href="https://www.nes">https://www.nes</a>	ESFJ		10/01/2024
845	NESTLÈ	610	Altro	<a href="https://www.nes">https://www.nes</a>	ESTJ		10/01/2024
846	PARMALAT	636	Motto / Slogan ca	<a href="https://www.aut">https://www.aut</a>	ESTJ		10/01/2024
847	PARMALAT	637	Motto / Slogan ca	<a href="https://www.ves">https://www.ves</a>	ESTJ		10/01/2024
848	PARMALAT	638	Mission / Vision s	<a href="https://www.parr">https://www.parr</a>	ESFJ		10/01/2024
849	PARMALAT	639	Motto / Slogan ca	<a href="https://www.mar">https://www.mar</a>	ESFJ		10/01/2024
850	PERONI	646	Motto / Slogan ca	<a href="https://www.ferr">https://www.ferr</a>	ESTJ		10/01/2024
851	PERONI	647	News/Intervista	<a href="https://brand-ne">https://brand-ne</a>	ESFP		10/01/2024
852	PERUGINA	652	Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
853	PERUGINA	653	Mission / Vision s	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
854	PERUGINA	654	Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
855	PERUGINA	655	Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
856	PERUGINA	656	Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
857	PERUGINA	657	Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		10/01/2024
858	PERUGINA	658	Motto / Slogan ca	<a href="https://it.wikiped">https://it.wikiped</a>	ESFJ		10/01/2024
859	PEPSICO	691	Descrizione prod	<a href="https://www.pep">https://www.pep</a>	ESTJ		10/01/2024
860	PEPSICO	707	Mission / Vision s	<a href="https://www.pep">https://www.pep</a>	ESTJ	ESFJ	10/01/2024
861	PEPSICO	723	Iniziative sociali /	<a href="https://www.pep">https://www.pep</a>	ENFJ		10/01/2024
862	PEPSICO	739	Iniziative sociali /	<a href="https://www.pep">https://www.pep</a>	ESTJ	ENFJ	10/01/2024
863	DR. PEPPER	819	News/Intervista	<a href="https://www.keu">https://www.keu</a>	ESTJ	ENTP	10/01/2024
864	BRIOSCHI		Home	<a href="https://www.effe">https://www.effe</a>	ESTJ		10/01/2024
865	MUTTI		Home	<a href="https://mutti-par">https://mutti-par</a>	ESFJ		10/01/2024
866	MUTTI		Chi siamo	<a href="https://mutti-par">https://mutti-par</a>	ISFJ		10/01/2024
867	MUTTI		Descrizione prod	<a href="https://mutti-par">https://mutti-par</a>	ISFJ		10/01/2024
868	MUTTI		Descrizione prod	<a href="https://mutti-par">https://mutti-par</a>	ISFJ		10/01/2024
869	MUTTI		Descrizione prod	<a href="https://mutti-par">https://mutti-par</a>	ISFJ		10/01/2024
870	MUTTI		Descrizione prod	<a href="https://mutti-par">https://mutti-par</a>	ISFJ		10/01/2024
871	AMARO DEL CAPO		Home	<a href="https://www.vece">https://www.vece</a>	ESTP		10/01/2024
872	AMARO DEL CAPO		Descrizione prod	<a href="https://www.vece">https://www.vece</a>	ESTP		10/01/2024
873	AMARO DEL CAPO		Descrizione prod	<a href="https://www.vece">https://www.vece</a>	ESTJ		10/01/2024
874	AMARO DEL CAPO		Descrizione prod	<a href="https://www.vece">https://www.vece</a>	ESTP		10/01/2024
875	AMARO DEL CAPO		News/Intervista	<a href="https://www.gar">https://www.gar</a>	ESTJ		10/01/2024
876	AMARO DEL CAPO		News/Intervista	<a href="https://www.eno">https://www.eno</a>	ESTP		10/01/2024
877	AMARO DEL CAPO		News/Intervista	<a href="https://www.edite">https://www.edite</a>	ESTJ		10/01/2024
878	BIFFI		Altro	<a href="https://www.biffi">https://www.biffi</a>	ESFJ	ENFJ	10/01/2024
879	BIFFI		Descrizione prod	<a href="https://www.biffi">https://www.biffi</a>	ISTJ		10/01/2024
880	BIFFI		Descrizione prod	<a href="https://www.biffi">https://www.biffi</a>	ESFJ	ESFP	10/01/2024
881	BIFFI		Iniziative sociali /	<a href="https://www.biffi">https://www.biffi</a>	ESFJ		10/01/2024
882	BIFFI		Descrizione prod	<a href="https://www.b">https://www.b</a>	ESFJ		10/01/2024
883	BIFFI		Mission / Vision s	<a href="https://www.biffi">https://www.biffi</a>	ENTJ		10/01/2024
884	BOLTON GROUP		Chi siamo	<a href="https://www.bolt">https://www.bolt</a>	ESTJ		10/01/2024
885	BOLTON GROUP		Iniziative sociali /	<a href="https://www.bolt">https://www.bolt</a>	ESFJ		10/01/2024
886	BOLTON GROUP		Sostenibilità	<a href="https://www.bolt">https://www.bolt</a>	ESFJ		10/01/2024

887	BOLTON GROUP	Sostenibilità	<a href="https://www.bolton.com">https://www.bolton.com</a>	ESFJ		10/01/2024
888	CA'DEL BOSCO	Home	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	ISFJ		10/01/2024
889	CA'DEL BOSCO	Mission / Vision s	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INFJ		10/01/2024
890	CA'DEL BOSCO	Descrizione prod	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INTJ		10/01/2024
891	CA'DEL BOSCO	Storia dell'aziend	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INFJ		10/01/2024
892	CA'DEL BOSCO	Descrizione prod	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INTJ		10/01/2024
893	CA'DEL BOSCO	Descrizione prod	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INTJ		10/01/2024
894	CA'DEL BOSCO	Descrizione prod	<a href="https://www.cadelsbosco.com">https://www.cadelsbosco.com</a>	INTJ		11/01/2024
895	CAMEO	Chi siamo	<a href="https://www.cameo.com">https://www.cameo.com</a>	ESFJ		11/01/2024
896	CAMEO	Sostenibilità	<a href="https://www.cameo.com">https://www.cameo.com</a>	ESFJ		11/01/2024
897	CAMEO	Altro	<a href="https://www.cameo.com">https://www.cameo.com</a>	ESTJ		11/01/2024
898	CAMEO	Descrizione prod	<a href="https://www.cameo.com">https://www.cameo.com</a>	ESTP		11/01/2024
899	CAMEO	Descrizione prod	<a href="https://www.cameo.com">https://www.cameo.com</a>	ESTJ		11/01/2024
900	CELI GLUTEN FREE	Descrizione prod	<a href="https://www.celi.com">https://www.celi.com</a>	ESFP		11/01/2024
901	CELI GLUTEN FREE	Home	<a href="https://www.celi.com">https://www.celi.com</a>	ISFJ		11/01/2024
902	CELI GLUTEN FREE	Chi siamo	<a href="https://www.celi.com">https://www.celi.com</a>	ISFJ		11/01/2024
903	CELI GLUTEN FREE	Descrizione prod	<a href="https://www.celi.com">https://www.celi.com</a>	ISFJ		11/01/2024
904	CYNAR	Descrizione prod	<a href="https://www.cynar.com">https://www.cynar.com</a>	ESTP		11/01/2024
905	CYNAR	News/Intervista	<a href="https://www.cynar.com">https://www.cynar.com</a>	ESFJ		11/01/2024
906	CYNAR	Descrizione prod	<a href="https://www.cynar.com">https://www.cynar.com</a>	ENFP		11/01/2024
907	BIBANESI	Descrizione prod	<a href="https://www.bibanesi.com">https://www.bibanesi.com</a>	ISTJ		11/01/2024
908	BIBANESI	Storia dell'aziend	<a href="https://www.bibanesi.com">https://www.bibanesi.com</a>	ESFJ		11/01/2024
909	BIBANESI	Iniziative sociali /	<a href="https://www.bibanesi.com">https://www.bibanesi.com</a>	ENFP		11/01/2024
910	BIBANESI	Altro	<a href="https://www.bibanesi.com">https://www.bibanesi.com</a>	ESFP		11/01/2024
911	BIBANESI	Descrizione prod	<a href="https://www.bibanesi.com">https://www.bibanesi.com</a>	ISTJ		11/01/2024
912	DE CECCO	Descrizione prod	<a href="https://www.dececco.com">https://www.dececco.com</a>	ISTJ		11/01/2024
913	DE CECCO	Storia dell'aziend	<a href="https://www.dececco.com">https://www.dececco.com</a>	ESFJ		11/01/2024
914	DE CECCO	News/Intervista	<a href="https://www.dececco.com">https://www.dececco.com</a>	ENFJ		11/01/2024
915	DE CECCO	Descrizione prod	<a href="https://www.dececco.com">https://www.dececco.com</a>	ESTJ		11/01/2024
916	DE CECCO	Altro	<a href="https://www.dececco.com">https://www.dececco.com</a>	ENFJ		11/01/2024
917	DE CECCO	Descrizione prod	<a href="https://www.dececco.com">https://www.dececco.com</a>	ESTJ		11/01/2024
918	DEL MONTE	Storia dell'aziend	<a href="https://www.delmonte.com">https://www.delmonte.com</a>	ESTJ		11/01/2024
919	DEL MONTE	Chi siamo	<a href="https://www.delmonte.com">https://www.delmonte.com</a>	ESTJ		11/01/2024
920	DEL MONTE	News/Intervista	<a href="https://www.delmonte.com">https://www.delmonte.com</a>	ENFJ		11/01/2024
921	DEL MONTE	Descrizione prod	<a href="https://www.delmonte.com">https://www.delmonte.com</a>	ESFJ		11/01/2024
922	FIJI	Motto / Slogan ca	<a href="https://www.fiji.com">https://www.fiji.com</a>	ENFJ		11/01/2024
923	FIJI	Chi siamo	<a href="https://www.fiji.com">https://www.fiji.com</a>	ENFJ		11/01/2024
924	FIJI	Home	<a href="https://www.fiji.com">https://www.fiji.com</a>	ENFJ		11/01/2024
925	FIJI	Sostenibilità	<a href="https://www.fiji.com">https://www.fiji.com</a>	ENFJ		11/01/2024
926	CANTINE FERRARI	Home	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
927	CANTINE FERRARI	Storia dell'aziend	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
928	CANTINE FERRARI	Mission / Vision s	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
929	CANTINE FERRARI	Altro	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
930	CANTINE FERRARI	Altro	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
931	CANTINE FERRARI	Descrizione prod	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
932	CANTINE FERRARI	News/Intervista	<a href="https://www.cantineferrari.com">https://www.cantineferrari.com</a>	ESFJ		11/01/2024
933	FINDUS	Storia dell'aziend	<a href="https://www.findus.com">https://www.findus.com</a>	ESFJ		11/01/2024
934	FINDUS	Descrizione prod	<a href="https://www.findus.com">https://www.findus.com</a>	ISFJ		11/01/2024
935	FINDUS	Storia dell'aziend	<a href="https://www.findus.com">https://www.findus.com</a>	INFJ		11/01/2024
936	GIUSTO	Chi siamo	<a href="https://giustofarini.com">https://giustofarini.com</a>	INFJ		11/01/2024
937	GIUSTO	News/Intervista	<a href="https://giustofarini.com">https://giustofarini.com</a>	INFJ	INTP	11/01/2024

938	GIUSTO	Descrizione prod	<a href="https://giustofarr">https://giustofarr</a>	ISFJ	INFJ	11/01/2024
939	GOCCIA DI CARNIA	Descrizione prod	<a href="https://www.goc">https://www.goc</a>	ISFJ		11/01/2024
940	GOCCIA DI CARNIA	Altro	<a href="https://www.goc">https://www.goc</a>	ISFJ		11/01/2024
941	GOCCIA DI CARNIA	Descrizione prod	<a href="https://www.goc">https://www.goc</a>	ESTJ	ISFJ	11/01/2024
942	GOCCIA DI CARNIA	Descrizione prod	<a href="https://www.goc">https://www.goc</a>	ISFJ	ESFJ	11/01/2024
943	GOCCIA DI CARNIA	News/Intervista	<a href="https://www.goc">https://www.goc</a>	ESFJ		11/01/2024
944	GOPPION	Descrizione prod	<a href="https://www.gop">https://www.gop</a>	ISFJ	INFJ	11/01/2024
945	GOPPION	Descrizione prod	<a href="https://www.gop">https://www.gop</a>	INTJ	INFJ	11/01/2024
946	GOPPION	Descrizione prod	<a href="https://www.gop">https://www.gop</a>	INFJ	INTJ	11/01/2024
947	GOPPION	Storia dell'azienda	<a href="https://www.gop">https://www.gop</a>	ESFP	ENFP	11/01/2024
948	GOPPION	Descrizione prod	<a href="https://www.gop">https://www.gop</a>	ESFJ		11/01/2024
949	GOPPION	Descrizione prod	<a href="https://www.gop">https://www.gop</a>	ISFP		11/01/2024
950	GOPPION	News/Intervista	<a href="https://www.gop">https://www.gop</a>	INFP		11/01/2024
951	GRANAROLO	Descrizione prod	<a href="https://www.grar">https://www.grar</a>	ENFJ		11/01/2024
952	GRANAROLO	Sostenibilità	<a href="https://www.grug">https://www.grug</a>	ENFJ		11/01/2024
953	GRANAROLO	Chi siamo	<a href="https://www.grug">https://www.grug</a>	ENFJ		11/01/2024
954	GRANAROLO	Descrizione prod	<a href="https://www.grar">https://www.grar</a>	ENFJ		11/01/2024
955	M&M'S	Home	<a href="https://www.mm">https://www.mm</a>	ESFP		11/01/2024
956	M&M'S	Storia dell'azienda	<a href="https://www.mm">https://www.mm</a>	ENFP		11/01/2024
957	M&M'S	Altro	<a href="https://www.mm">https://www.mm</a>	ESTP		11/01/2024
958	M&M'S	Altro	<a href="https://www.mm">https://www.mm</a>	ESTP		11/01/2024
959	M&M'S	Mission / Vision s	<a href="https://www.mm">https://www.mm</a>	ENFP		11/01/2024
960	MISURA	Sostenibilità	<a href="https://www.mi">https://www.mi</a>	INFJ		11/01/2024
961	MISURA	News/Intervista	<a href="https://www.mi">https://www.mi</a>	ISFJ		11/01/2024
962	MISURA	Chi siamo	<a href="https://www.mis">https://www.mis</a>	ISTJ	CAMPAGNA?	11/01/2024
963	MISURA	Sostenibilità	<a href="https://www.mis">https://www.mis</a>	INTJ	CAMPAGNA?	11/01/2024
964	MISURA	Altro	<a href="https://www.mis">https://www.mis</a>	ESTJ		11/01/2024
965	MONINI	Storia dell'azienda	<a href="https://www.mor">https://www.mor</a>	ISTJ		11/01/2024
966	MONINI	Mission / Vision s	<a href="https://www.mor">https://www.mor</a>	INTJ		11/01/2024
967	MONINI	Chi siamo	<a href="https://www.mor">https://www.mor</a>	ISTJ		11/01/2024
968	MONINI	Descrizione prod	<a href="https://www.mor">https://www.mor</a>	ISTJ		11/01/2024
969	MONINI	Descrizione prod	<a href="https://www.mor">https://www.mor</a>	ISTJ		11/01/2024
970	MONINI	Descrizione prod	<a href="https://www.mor">https://www.mor</a>	ISTJ		11/01/2024
971	MONINI	Altro	<a href="https://www.mor">https://www.mor</a>	ESFJ		11/01/2024
972	MULLER	Chi siamo	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
973	MULLER	Storia dell'azienda	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
974	MULLER	Sostenibilità	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
975	MULLER	Chi siamo	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
976	MULLER	Descrizione prod	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
977	MULLER	News/Intervista	<a href="https://www.mull">https://www.mull</a>	ESFJ		11/01/2024
978	NATTURA	Descrizione prod	<a href="https://www.natt">https://www.natt</a>	ESFJ		11/01/2024
979	RIO MARE	Storia dell'azienda	<a href="https://www.rion">https://www.rion</a>	ESTJ		11/01/2024
980	RIO MARE	Sostenibilità	<a href="https://www.rion">https://www.rion</a>	INFJ		11/01/2024
981	RIO MARE	Descrizione prod	<a href="https://www.rion">https://www.rion</a>	ISTJ		11/01/2024
982	RIO MARE	Descrizione prod	<a href="https://www.rion">https://www.rion</a>	ESFJ		11/01/2024
983	RIO MARE	Descrizione prod	<a href="https://www.rion">https://www.rion</a>	ESTP		11/01/2024
984	NATURASI	Home	<a href="https://www.natu">https://www.natu</a>	INFJ		11/01/2024
985	NATURASI	Storia dell'azienda	<a href="https://www.natu">https://www.natu</a>	ENFJ		11/01/2024
986	NATURASI	Mission / Vision s	<a href="https://www.natu">https://www.natu</a>	ENFJ		11/01/2024
987	NATURASI	Mission / Vision s	<a href="https://www.natu">https://www.natu</a>	INFJ		11/01/2024
988	NATURASI	Descrizione prod	<a href="https://www.natu">https://www.natu</a>	INFP		11/01/2024

989	OREO		Iniziative sociali /	<a href="https://www.oreo">https://www.oreo</a>	ENFJ		11/01/2024
990	OREO		Storia dell'azienda	<a href="https://www.oreo">https://www.oreo</a>	ENFP		11/01/2024
991	PERUGINA		Sostenibilità	<a href="https://www.peru">https://www.peru</a>	ESFJ		11/01/2024
992	PERUGINA		Storia dell'azienda	<a href="https://www.peru">https://www.peru</a>	ESFJ		11/01/2024
993	PERUGINA		Chi siamo	<a href="https://www.peru">https://www.peru</a>	ESFJ		11/01/2024
994	PERUGINA		Mission / Vision s	<a href="https://www.peru">https://www.peru</a>	ENFJ		11/01/2024
995	PERUGINA		Motto / Slogan ca	<a href="https://www.peru">https://www.peru</a>	ENFJ		11/01/2024
996	PERUGINA		Descrizione prod	<a href="https://www.peru">https://www.peru</a>	ESFJ		11/01/2024
997	VALSOIA		Chi siamo	<a href="https://www.vals">https://www.vals</a>	INTJ		11/01/2024
998	STARBCUKS COFEE		Descrizione prod	<a href="https://www.star">https://www.star</a>	ESFJ		11/01/2024
999	STARBCUKS COFEE		Descrizione prod	<a href="https://www.star">https://www.star</a>	ENTJ		11/01/2024
1000	STARBCUKS COFEE		Descrizione prod	<a href="https://www.star">https://www.star</a>	ESFJ		11/01/2024
1001	STARBCUKS COFEE		Sostenibilità	<a href="https://www.star">https://www.star</a>	INFJ		11/01/2024
1002	STARBCUKS COFEE		Chi siamo	<a href="https://www.star">https://www.star</a>	ENFJ		11/01/2024
1003	LIPTON		Sostenibilità	<a href="https://www.lipt">https://www.lipt</a>	ESFJ		11/01/2024
1004	LIPTON		Sostenibilità	<a href="https://www.lipt">https://www.lipt</a>	ESFJ		11/01/2024
1005	LIPTON		Home	<a href="https://www.lipt">https://www.lipt</a>	ESFJ		11/01/2024
1006	LIPTON		Chi siamo	<a href="https://www.lipt">https://www.lipt</a>	ENTJ		11/01/2024
1007	LIPTON		Mission / Vision s	<a href="https://www.lipt">https://www.lipt</a>	ENFJ		11/01/2024
1008	LIPTON		Storia dell'azienda	<a href="https://www.lipt">https://www.lipt</a>	ENTP		11/01/2024
1009	LIPTON		Descrizione prod	<a href="https://www.lipt">https://www.lipt</a>	ESFJ		11/01/2024
1010	LIPTON		News/Intervista	<a href="https://www.lipt">https://www.lipt</a>	INTP		11/01/2024
1011	LIPTON		Mission / Vision s	<a href="https://www.lipt">https://www.lipt</a>	ENFJ		11/01/2024
1012	LIPTON		Descrizione prod	<a href="https://www.lipt">https://www.lipt</a>	ENTJ		11/01/2024
1013	LOACKER		Storia dell'azienda	<a href="https://www.loac">https://www.loac</a>	ESFJ		11/01/2024
1014	LOACKER		Chi siamo	<a href="https://www.loac">https://www.loac</a>	ESFJ		11/01/2024
1015	LOACKER		Descrizione prod	<a href="https://www.loac">https://www.loac</a>	ESFJ		11/01/2024
1016	LOACKER		Sostenibilità	<a href="https://www.loac">https://www.loac</a>	INFJ		11/01/2024
1017	LOACKER		Altro	<a href="https://www.loac">https://www.loac</a>	ESFJ		11/01/2024
1018	LOACKER		Motto / Slogan ca	<a href="https://www.loac">https://www.loac</a>	ENFP		11/01/2024
1019	LOACKER		Descrizione prod	<a href="https://www.loac">https://www.loac</a>	ESFJ		11/01/2024
1020	TAVERNELLO		Storia dell'azienda	<a href="https://www.tave">https://www.tave</a>	ESTJ		11/01/2024
1021	TAVERNELLO		Sostenibilità	<a href="https://www.tave">https://www.tave</a>	ESFJ		11/01/2024
1022	TAVERNELLO		Chi siamo	<a href="https://www.tave">https://www.tave</a>	ESTJ		11/01/2024
1023	TAVERNELLO		Descrizione prod	<a href="https://www.tave">https://www.tave</a>	ESFJ		11/01/2024
1024	VALFRUTTA		Storia dell'azienda	<a href="https://www.valfr">https://www.valfr</a>	ESFJ		11/01/2024
1025	VALFRUTTA		Descrizione prod	<a href="https://www.valfr">https://www.valfr</a>	ESFJ		11/01/2024
1026	VALFRUTTA		News/Intervista	<a href="https://www.valfr">https://www.valfr</a>	ENFP		11/01/2024
1027	SELEX		Storia dell'azienda	<a href="https://www.sele">https://www.sele</a>	ESTJ		11/01/2024
1028	SELEX		Sostenibilità	<a href="https://www.sele">https://www.sele</a>	INFJ		11/01/2024
1029	RUMMO		Storia dell'azienda	<a href="https://www.pas">https://www.pas</a>	ISTJ		11/01/2024
1030	RUMMO		Home	<a href="https://www.pas">https://www.pas</a>	ESTJ		11/01/2024
1031	SAGRA		Chi siamo	<a href="https://www.sagr">https://www.sagr</a>	ESFJ		11/01/2024
1032	SAGRA		Sostenibilità	<a href="https://www.sagr">https://www.sagr</a>	ESTJ		11/01/2024
1033	SAGRA		Descrizione prod	<a href="https://www.sagr">https://www.sagr</a>	ESFJ		11/01/2024
1034	SAGRA		News/Intervista	<a href="https://www.sagr">https://www.sagr</a>	ENFP		11/01/2024
1035	SAGRA		Altro	<a href="https://www.sagr">https://www.sagr</a>	ESFJ		11/01/2024
1036	LA BOTTEGA DEL CAFFÈ		Chi siamo	<a href="https://bottegad">https://bottegad</a>	ENTJ		11/01/2024
1037	GALBANI		Chi siamo	<a href="https://www.galb">https://www.galb</a>	ESTJ		11/01/2024
1038	GALBANI		Altro	<a href="https://www.galb">https://www.galb</a>	ENFJ		11/01/2024
1039	RISO SCOTTI		Storia dell'azienda	<a href="https://www.riso">https://www.riso</a>	ISTJ		11/01/2024

1040	RISO SCOTTI	Chi siamo	<a href="https://www.riso">https://www.riso</a>	ISTJ		11/01/2024
1041	RISO SCOTTI	Sostenibilità	<a href="https://www.riso">https://www.riso</a>	ESTJ		11/01/2024
1042	RISO SCOTTI	Descrizione prod	<a href="https://www.riso">https://www.riso</a>	ISTJ		11/01/2024
1043	RISO SCOTTI	Descrizione prod	<a href="https://www.riso">https://www.riso</a>	ESFP		11/01/2024
1044	RISO SCOTTI	News/Intervista	<a href="https://www.riso">https://www.riso</a>	ISTJ		11/01/2024
1045	ICHNUSA	Sostenibilità	<a href="https://www.birra">https://www.birra</a>	INFJ		11/01/2024
1046	ICHNUSA	Chi siamo	<a href="https://www.birra">https://www.birra</a>	ISTP		11/01/2024
1047	ICHNUSA	Chi siamo	<a href="https://www.birra">https://www.birra</a>	ISFP		11/01/2024
1048	ICHNUSA	Storia dell'azienda	<a href="https://www.birra">https://www.birra</a>	ISTJ		11/01/2024
1049	ICHNUSA	Descrizione prod	<a href="https://www.birra">https://www.birra</a>	ESTP		11/01/2024
1050	GEMMA DI MARE	Chi siamo	<a href="https://www.gem">https://www.gem</a>	ESTJ		11/01/2024
1051	GEMMA DI MARE	News/Intervista	<a href="https://www.gem">https://www.gem</a>	ENFJ		11/01/2024
1052	GEMMA DI MARE	Descrizione prod	<a href="https://www.gem">https://www.gem</a>	ISFJ		11/01/2024
1053	GEMMA DI MARE	Descrizione prod	<a href="https://www.gem">https://www.gem</a>	ISFJ		11/01/2024
1054	GEMMA DI MARE	Descrizione prod	<a href="https://www.gem">https://www.gem</a>	ISFJ		11/01/2024
1055	DONNAFUGATA	Home	<a href="https://www.donna">https://www.donna</a>	ENFJ		11/01/2024
1056	DONNAFUGATA	Mission / Vision s	<a href="https://www.donna">https://www.donna</a>	ENFJ		11/01/2024
1057	DONNAFUGATA	Sostenibilità	<a href="https://www.donna">https://www.donna</a>	INFJ		11/01/2024
1058	DONNAFUGATA	Chi siamo	<a href="https://www.donna">https://www.donna</a>	ENFJ		11/01/2024
1059	DONNAFUGATA	Chi siamo	<a href="https://www.donna">https://www.donna</a>	INFJ		11/01/2024
1060	DONNAFUGATA	Descrizione prod	<a href="https://www.donna">https://www.donna</a>	ENFJ		11/01/2024
1061	NONNO NANNI	Home	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		11/01/2024
1062	NONNO NANNI	Sostenibilità	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		12/01/2024
1063	NONNO NANNI	Chi siamo	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		12/01/2024
1064	NONNO NANNI	Chi siamo	<a href="https://www.nonno">https://www.nonno</a>	ISTJ		12/01/2024
1065	NONNO NANNI	Descrizione prod	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		12/01/2024
1066	NONNO NANNI	Descrizione prod	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		12/01/2024
1067	NONNO NANNI	Mission / Vision s	<a href="https://www.nonno">https://www.nonno</a>	ESFJ		12/01/2024
1068	NONNO NANNI	Altro	<a href="https://latavolad">https://latavolad</a>	ESFJ		12/01/2024
1069	SEGAFREDO	Chi siamo	<a href="https://www.sega">https://www.sega</a>	ESTJ		12/01/2024
1070	SEGAFREDO	Descrizione prod	<a href="https://www.sega">https://www.sega</a>	ISTJ		12/01/2024
1071	SEGAFREDO	Sostenibilità	<a href="https://www.sega">https://www.sega</a>	ISTJ		12/01/2024
1072	SEGAFREDO	Descrizione prod	<a href="https://shop.sega">https://shop.sega</a>	ISTJ		12/01/2024
1073	SEGAFREDO	Home	<a href="https://www.sega">https://www.sega</a>	ESTJ	ESFJ	12/01/2024
1074	SELECT	Descrizione prod	<a href="https://www.select">https://www.select</a>	ESFJ		12/01/2024
1075	SELECT	Descrizione prod	<a href="https://www.select">https://www.select</a>	ISTJ		12/01/2024
1076	SELECT	Storia dell'azienda	<a href="https://www.select">https://www.select</a>	ISTJ		12/01/2024
1077	SELECT	Motto / Slogan ca	<a href="https://www.select">https://www.select</a>	ESFJ		12/01/2024
1078	SNICKERS	Storia dell'azienda	<a href="https://www.snicker">https://www.snicker</a>	ESFJ		12/01/2024
1079	SNICKERS	Sostenibilità	<a href="https://www.snicker">https://www.snicker</a>	ESFJ		12/01/2024
1080	VALLELATA	Chi siamo	<a href="https://www.valle">https://www.valle</a>	ISTJ		12/01/2024
1081	VALLELATA	Sostenibilità	<a href="https://www.valle">https://www.valle</a>	ISTJ		12/01/2024
1082	VALLELATA	Descrizione prod	<a href="https://www.valle">https://www.valle</a>	ISTJ		12/01/2024
1083	SPUMADOR	Storia dell'azienda	<a href="https://spumado">https://spumado</a>	ISTJ		12/01/2024
1084	STAR	Storia dell'azienda	<a href="https://www.star">https://www.star</a>	ESTJ	ESFJ	12/01/2024
1085	STAR	Descrizione prod	<a href="https://www.star">https://www.star</a>	ESFJ		12/01/2024
1086	STAR	Altro	<a href="https://www.star">https://www.star</a>	ESFJ		12/01/2024
1087	GRUPPO SELEX	Storia dell'azienda	<a href="https://www.selex">https://www.selex</a>	ESTJ		12/01/2024
1088	GRUPPO SELEX	Sostenibilità	<a href="https://www.selex">https://www.selex</a>	ESFJ		12/01/2024
1089	GRUPPO SELEX	Iniziative sociali /	<a href="https://www.selex">https://www.selex</a>	ESFJ		12/01/2024
1090	GRUPPO SELEX	News/Intervista	<a href="https://www.selex">https://www.selex</a>	ESTJ	ESFJ	12/01/2024

1091	GRUPPO SELEX	Chi siamo	<a href="https://www.selex.it">https://www.selex.it</a>	ESTJ		12/01/2024
1092	GRUPPO SELEX	Descrizione prod	<a href="https://www.selex.it">https://www.selex.it</a>	ESTJ		12/01/2024
1093	GRUPPO SELEX	Descrizione prod	<a href="https://www.selex.it">https://www.selex.it</a>	ESFJ		12/01/2024
1094	AUTOGRILL	Chi siamo	<a href="https://www.autogrill.it">https://www.autogrill.it</a>	ESTJ		12/01/2024
1095	AUTOGRILL	Chi siamo	<a href="https://www.autogrill.it">https://www.autogrill.it</a>	ESTJ		12/01/2024
1096	AUTOGRILL	Storia dell'azienda	<a href="https://www.autogrill.it">https://www.autogrill.it</a>	ESTJ	ESFJ	12/01/2024
1097	AUTOGRILL	News/Intervista	<a href="https://www.autogrill.it">https://www.autogrill.it</a>	ESFJ		12/01/2024
1098	STRA PIZZA	Home	<a href="https://www.strapizza.it">https://www.strapizza.it</a>	ESFJ		12/01/2024
1099	STRA PIZZA	Chi siamo	<a href="https://www.strapizza.it">https://www.strapizza.it</a>	ESFJ		12/01/2024
1100	STRA PIZZA	Altro	<a href="https://www.strapizza.it">https://www.strapizza.it</a>	ESFJ		12/01/2024
1101	SUBWAY	Storia dell'azienda	<a href="https://www.subway.it">https://www.subway.it</a>	ESTJ		12/01/2024
1102	SUBWAY	Sostenibilità	<a href="https://www.subway.it">https://www.subway.it</a>	ESFJ		12/01/2024
1103	SUBWAY	Descrizione prod	<a href="https://www.subway.it">https://www.subway.it</a>	ESFJ		12/01/2024
1104	SUBWAY	Chi siamo	<a href="https://www.subway.it">https://www.subway.it</a>	ESTJ		12/01/2024
1105	GALATINE	Storia dell'azienda	<a href="https://www.galantine.it">https://www.galantine.it</a>	ESFJ		12/01/2024
1106	GALATINE	Descrizione prod	<a href="https://www.galantine.it">https://www.galantine.it</a>	ESFJ		12/01/2024
1107	GALATINE	Descrizione prod	<a href="https://www.galantine.it">https://www.galantine.it</a>	ISTJ		12/01/2024
1108	SPERLARI	Home	<a href="https://www.sperlari.it">https://www.sperlari.it</a>	ESFJ		12/01/2024
1109	SPERLARI	Storia dell'azienda	<a href="https://www.sperlari.it">https://www.sperlari.it</a>	ISFJ		12/01/2024
1110	SPERLARI	Chi siamo	<a href="https://www.sperlari.it">https://www.sperlari.it</a>	ESFJ		12/01/2024
1111	SPERLARI	Descrizione prod	<a href="https://www.sperlari.it">https://www.sperlari.it</a>	ESFJ		12/01/2024
1112	SPERLARI	Mission / Vision s	<a href="https://www.sperlari.it">https://www.sperlari.it</a>	ENFJ		12/01/2024
1113	FRITO LAY	Storia dell'azienda	<a href="https://www.fritolay.it">https://www.fritolay.it</a>	ENFJ		12/01/2024
1114	FRITO LAY	Iniziative sociali /	<a href="https://www.fritolay.it">https://www.fritolay.it</a>	ESFJ		12/01/2024
1115	FRITO LAY	News/Intervista	<a href="https://www.fritolay.it">https://www.fritolay.it</a>	ESTJ		12/01/2024
1116	FRITO LAY	Sostenibilità	<a href="https://www.fritolay.it">https://www.fritolay.it</a>	ESTJ		12/01/2024
1117	LAYS	Chi siamo	<a href="https://www.lays.it">https://www.lays.it</a>	ESFP		12/01/2024
1118	LAYS	Descrizione prod	<a href="https://www.lays.it">https://www.lays.it</a>	ESFJ	ESFP	12/01/2024
1119	LAYS	Altro	<a href="https://www.lays.it">https://www.lays.it</a>	ESFJ		12/01/2024
1120	GAROFALO	Home	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	ESFJ	ENFP	12/01/2024
1121	GAROFALO	Storia dell'azienda	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	ESFJ		12/01/2024
1122	GAROFALO	Sostenibilità	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	INFJ		12/01/2024
1123	GAROFALO	Descrizione prod	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	ESTJ		12/01/2024
1124	GAROFALO	Descrizione prod	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	ESFJ		12/01/2024
1125	GAROFALO	Motto / Slogan ca	<a href="https://www.pasipasta.it">https://www.pasipasta.it</a>	ENFJ		12/01/2024
1126	LORENZ SNACKS	Descrizione prod	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ESFJ		12/01/2024
1127	LORENZ SNACKS	Chi siamo	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ESFJ		12/01/2024
1128	LORENZ SNACKS	Sostenibilità	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ENFJ		12/01/2024
1129	LORENZ SNACKS	Chi siamo	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ESFJ		13/01/2024
1130	LORENZ SNACKS	Descrizione prod	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ESFJ		13/01/2024
1131	LORENZ SNACKS	Descrizione prod	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ESFP		13/01/2024
1132	LORENZ SNACKS	Home	<a href="https://lorenz-snacks.it">https://lorenz-snacks.it</a>	ENTJ		13/01/2024
1133	GARDANI RISERVA	Home	<a href="https://www.gardani.it">https://www.gardani.it</a>	ISTP		13/01/2024
1134	GARDANI RISERVA	Storia dell'azienda	<a href="https://www.gardani.it">https://www.gardani.it</a>	ISTJ		13/01/2024
1135	GARDANI RISERVA	Descrizione prod	<a href="https://www.gardani.it">https://www.gardani.it</a>	ISTJ		13/01/2024
1136	GENERAL&MILLS	Home	<a href="https://www.generalmills.it">https://www.generalmills.it</a>	ENFJ		13/01/2024
1137	GENERAL&MILLS	Chi siamo	<a href="https://www.generalmills.it">https://www.generalmills.it</a>	ENTJ		13/01/2024
1138	GENERAL&MILLS	Descrizione prod	<a href="https://www.generalmills.it">https://www.generalmills.it</a>	ENFJ		13/01/2024
1139	GENERAL&MILLS	Descrizione prod	<a href="https://www.generalmills.it">https://www.generalmills.it</a>	ESTP		13/01/2024
1140	HARD ROCK CAFÈ	Storia dell'azienda	<a href="https://www.hardrockcafe.it">https://www.hardrockcafe.it</a>	ENFP		13/01/2024
1141	HARD ROCK CAFÈ	Chi siamo	<a href="https://www.hardrockcafe.it">https://www.hardrockcafe.it</a>	ENTP		13/01/2024

1142	HARD ROCK CAFÈ	Altro	<a href="https://www.harc">https://www.harc</a>	ENFP		13/01/2024
1143	HARD ROCK CAFÈ	Iniziative sociali /	<a href="https://www.harc">https://www.harc</a>	ENFJ		13/01/2024
1144	HARD ROCK CAFÈ	News/Intervista	<a href="https://news.har">https://news.har</a>	ENTJ		13/01/2024
1145	HARD ROCK CAFÈ	Descrizione prod	<a href="https://www.harc">https://www.harc</a>	ESFP		13/01/2024
1146	LAZZARRONI	Home	<a href="https://lazzaroni">https://lazzaroni</a>	ISFJ		15/01/2024
1147	LAZZARRONI	Storia dell'azienda	<a href="https://lazzaroni">https://lazzaroni</a>	ISTJ		15/01/2024
1148	LAZZARRONI	Chi siamo	<a href="https://lazzaroni">https://lazzaroni</a>	INFJ		15/01/2024
1149	LAZZARRONI	Storia dell'azienda	<a href="https://lazzaroni">https://lazzaroni</a>	ISTJ		15/01/2024
1150	LAZZARRONI	Descrizione prod	<a href="https://lazzaroni">https://lazzaroni</a>	ISTJ		15/01/2024
1151	LAZZARRONI	Descrizione prod	<a href="https://lazzaroni">https://lazzaroni</a>	ISTJ		15/01/2024
1152	MAGGI	Descrizione prod	<a href="https://www.maggi">https://www.maggi</a>	ESTJ		15/01/2024
1153	MAGGI	Descrizione prod	<a href="https://www.maggi">https://www.maggi</a>	ESTJ		15/01/2024
1154	MOLINI SPIGADORO	Chi siamo	<a href="https://www.molini">https://www.molini</a>	ISTJ		15/01/2024
1155	MOLINI SPIGADORO	Descrizione prod	<a href="https://www.molini">https://www.molini</a>	ISTJ		15/01/2024
1156	MOLINI SPIGADORO	Descrizione prod	<a href="https://www.molini">https://www.molini</a>	ISTJ		15/01/2024
1157	MOLINI SPIGADORO	News/Intervista	<a href="https://www.molini">https://www.molini</a>	ESTJ		15/01/2024
1158	MOLINI SPIGADORO	Descrizione prod	<a href="https://www.molini">https://www.molini</a>	ISTJ		15/01/2024
1159	RIGONI D'ASIAGO	Storia dell'azienda	<a href="https://www.rigoni">https://www.rigoni</a>	ISFJ		15/01/2024
1160	RIGONI D'ASIAGO	Chi siamo	<a href="https://www.rigoni">https://www.rigoni</a>	INFJ		15/01/2024
1161	RIGONI D'ASIAGO	Descrizione prod	<a href="https://www.rigoni">https://www.rigoni</a>	ENTJ		15/01/2024
1162	RIGONI D'ASIAGO	Mission / Vision s	<a href="https://www.rigoni">https://www.rigoni</a>	INFJ		15/01/2024
1163	RIGONI D'ASIAGO	News/Intervista	<a href="https://www.rigoni">https://www.rigoni</a>	ENFP		15/01/2024
1164	RIGONI D'ASIAGO	Sostenibilità	<a href="https://www.rigoni">https://www.rigoni</a>	INFJ		15/01/2024
1165	RIGONI D'ASIAGO	Descrizione prod	<a href="https://shop.rigoni">https://shop.rigoni</a>	ESFP		15/01/2024
1166	ROADHOUSE	Chi siamo	<a href="https://www.roadhouse">https://www.roadhouse</a>	ENTJ		15/01/2024
1167	ROADHOUSE	Descrizione prod	<a href="https://www.roadhouse">https://www.roadhouse</a>	ESFJ		15/01/2024
1168	ROADHOUSE	News/Intervista	<a href="https://www.roadhouse">https://www.roadhouse</a>	ESTJ		15/01/2024
1169	DORIA	Descrizione prod	<a href="https://www.doria">https://www.doria</a>	ISFJ		15/01/2024
1170	DORIA	Storia dell'azienda	<a href="https://www.doria">https://www.doria</a>	ISFJ		15/01/2024
1171	DORIA	Descrizione prod	<a href="https://www.doria">https://www.doria</a>	ESFJ		15/01/2024
1172	JACK DANIELS	Storia dell'azienda	<a href="https://www.jackdaniels">https://www.jackdaniels</a>	ENFJ		15/01/2024
1173	JACK DANIELS	Descrizione prod	<a href="https://www.jackdaniels">https://www.jackdaniels</a>	ISTJ		15/01/2024
1174	JACK DANIELS	Descrizione prod	<a href="https://www.jackdaniels">https://www.jackdaniels</a>	ISTP		15/01/2024
1175	JACK DANIELS	Descrizione prod	<a href="https://www.jackdaniels">https://www.jackdaniels</a>	ESFP		15/01/2024
1176	LACTIS	Descrizione prod	<a href="https://www.lactis">https://www.lactis</a>	ISFJ		15/01/2024
1177	LACTIS	Descrizione prod	<a href="https://www.lactis">https://www.lactis</a>	ESFP		15/01/2024
1178	DESPAR	Storia dell'azienda	<a href="https://www.despar">https://www.despar</a>	ISTJ		15/01/2024
1179	DESPAR	Sostenibilità	<a href="https://www.despar">https://www.despar</a>	INFJ		15/01/2024
1180	DESPAR	News/Intervista	<a href="https://www.despar">https://www.despar</a>	ENFJ		15/01/2024
1181	DESPAR	Descrizione prod	<a href="https://www.despar">https://www.despar</a>	ISTJ		15/01/2024
1182	LE FARINE MAGICHE	Chi siamo	<a href="https://lefarinem">https://lefarinem</a>	INFP		15/01/2024
1183	LE FARINE MAGICHE	Chi siamo	<a href="https://lefarinem">https://lefarinem</a>	ENTP		15/01/2024
1184	LE FARINE MAGICHE	News/Intervista	<a href="https://lefarinem">https://lefarinem</a>	ENFP		15/01/2024
1185	GORDON'S	Home	<a href="https://www.gordons">https://www.gordons</a>	ESTP		15/01/2024
1186	GORDON'S	Storia dell'azienda	<a href="https://www.gordons">https://www.gordons</a>	ESTJ		15/01/2024
1187	GORDON'S	Chi siamo	<a href="https://www.gordons">https://www.gordons</a>	ISTP		15/01/2024
1188	GORDON'S	Descrizione prod	<a href="https://www.gordons">https://www.gordons</a>	ESFP		15/01/2024
1189	MALFY GIN	Descrizione prod	<a href="https://www.malfygin">https://www.malfygin</a>	ESFP		15/01/2024
1190	MALFY GIN	Home	<a href="https://www.malfygin">https://www.malfygin</a>	ESFP		15/01/2024
1191	MALFY GIN	News/Intervista	<a href="https://www.malfygin">https://www.malfygin</a>	ESFP		15/01/2024
1192	MALFY GIN	News/Intervista	<a href="https://style.corrado">https://style.corrado</a>	ESFJ		15/01/2024



1193	MALFY GIN	News/Intervista	<a href="https://www.malfygin.it">https://www.malfygin.it</a>	INTP		15/01/2024
1194	MIONETTO	Storia dell'azienda	<a href="https://it.mionetto.it">https://it.mionetto.it</a>	ESFJ		15/01/2024
1195	MIONETTO	Chi siamo	<a href="https://it.mionetto.it">https://it.mionetto.it</a>	ISFJ		15/01/2024
1196	MIONETTO	News/Intervista	<a href="https://it.mionetto.it">https://it.mionetto.it</a>	ESFJ		15/01/2024
1197	MOLINO DE VITA	Chi siamo	<a href="https://www.molino.de.vita">https://www.molino.de.vita</a>	ISFJ		15/01/2024
1198	MOLINO DE VITA	Descrizione prodotto	<a href="https://www.molino.de.vita">https://www.molino.de.vita</a>	ISTJ		15/01/2024
1199	MOLINO DE VITA	News/Intervista	<a href="https://www.molino.de.vita">https://www.molino.de.vita</a>	ESFJ		15/01/2024
1200	MOLINO DE VITA	Sostenibilità	<a href="https://www.molino.de.vita">https://www.molino.de.vita</a>	ISFJ		15/01/2024
1201	CARREFOUR	Chi siamo	<a href="https://www.carrefour.it">https://www.carrefour.it</a>	ESFJ		15/01/2024
1202	CARREFOUR	News/Intervista	<a href="https://www.carrefour.it">https://www.carrefour.it</a>	ESFJ		15/01/2024
1203	CARREFOUR	Mission / Vision statement	<a href="https://www.carrefour.it">https://www.carrefour.it</a>	ESFJ		15/01/2024
1204	CARREFOUR	Descrizione prodotto	<a href="https://www.carrefour.it">https://www.carrefour.it</a>	ESFP		15/01/2024
1205	CONAD	Descrizione prodotto	<a href="https://www.conad.it">https://www.conad.it</a>	ESFJ		15/01/2024
1206	CONAD	Sostenibilità	<a href="https://chisiamo.conad.it">https://chisiamo.conad.it</a>	ESFJ		15/01/2024
1207	CONAD	News/Intervista	<a href="https://www.conad.it">https://www.conad.it</a>	ESFJ		15/01/2024
1208	CONAD	Chi siamo	<a href="https://chisiamo.conad.it">https://chisiamo.conad.it</a>	ESFJ		15/01/2024
1209	EUROFOOD	Mission / Vision statement	<a href="https://www.eurofood.it">https://www.eurofood.it</a>	ENFJ		15/01/2024
1210	EUROFOOD	Chi siamo	<a href="https://www.eurofood.it">https://www.eurofood.it</a>	ENTJ		15/01/2024
1211	EUROFOOD	News/Intervista	<a href="https://blog.dec.it">https://blog.dec.it</a>	ENTJ		15/01/2024
1212	PANINI DURINI	Sostenibilità	<a href="https://www.paninogiusto.it">https://www.paninogiusto.it</a>	ENFJ		15/01/2024
1213	PANINO GIUSTO	Home	<a href="https://paninogiusto.it">https://paninogiusto.it</a>	ESFJ		15/01/2024
1214	PANINO GIUSTO	Descrizione prodotto	<a href="https://paninogiusto.it">https://paninogiusto.it</a>	ISTJ		15/01/2024
1215	PANINO GIUSTO	Chi siamo	<a href="https://paninogiusto.it">https://paninogiusto.it</a>	ENFJ		15/01/2024

<b>TOTAL DATASET</b>			
<b>Brand ID</b>	<b>Brand Name</b>	<b>Brand MBTI</b>	<b>Origin</b>
1	ACQUA SANT'ANNA	ESFJ	Italian
2	ADAMUS GIN	ENTP	Non Italian
3	AGLUTEN	ISFJ	Italian
4	AIA	ESFJ	Italian
5	AMARO DEL CAPO	ESTP	Italian
6	APEROL	ESFP	Italian
7	AUTOGRILL	ESTJ	Italian
8	BACI PERUGINA	ISFP	Italian
9	BAILEYS	ESFJ	Non Italian
10	BALOCCO	ESFJ	Italian
11	BARILLA	ISFJ	Italian
12	BARILLA GROUP	ESFJ	Italian
13	BAULI	ISFJ	Italian
14	BELVEDERE	ENTP	Non Italian
15	BEVANDE FUTURIS	ENFP	Italian
16	BIANCO FORNO	ISFJ	Italian
17	BIBANESI	ISFJ	Italian
18	BIFFI 1852	ISFJ	Italian
19	BIRRA CASTELLO	ESTP	Italian
20	BOLTON GROUP	ESTJ	Italian
21	BOMBAY SAPPHIRE	ENTP	Non Italian
22	BRIOSCHI	ISTJ	Italian
23	BULLDOG GIN	ESTP	Non Italian
24	BURGER KING	ESTP	Non Italian
25	CA'DEL BOSCO	ISFP	Italian
26	CAFFÈ VERGNANO	ISFJ	Italian
27	CAFFÈ BORBONE	ESTJ	Italian
28	CAMEO	ESFJ	Non Italian
29	CAMPARI	ENTP	Italian
30	CANTINE FERRARI	ESFJ	Italian
31	CARREFOUR	ESTJ	Non Italian
32	CELI GLUTEN FREE	ISFJ	Italian
33	CERES	ESTP	Non Italian
34	COCA COLA	ENFJ	Non Italian
35	COCA COLA COMPA	ENFJ	Non Italian
36	CONAD	ISFJ	Italian
37	COOP	ISFJ	Italian
38	DANONE	INFJ	Non Italian
39	DE CECCO	ISTJ	Italian
40	DEL MONTE	INFJ	Italian
41	DESPAR	ESTJ	Non Italian

42	DONNAFUGATA	INFP	Italian
43	DORIA	ISFP	Italian
44	ESSELUNGA	ESFJ	Italian
45	EUROFOOD	ENFP	Italian
46	FABBRI	ENFJ	Italian
47	FERRERO	ENFJ	Italian
48	FERRERO GROUP	ENFJ	Italian
49	FIJI	INFJ	Non Italian
50	FINDUS	ENTJ	Non Italian
51	FRITO LAY	ESFP	Non Italian
52	GALATINE	ISFP	Italian
53	GALBANI	ISTJ	Italian
54	GARDANI RISERVA	ISTJ	Italian
55	GAROFALO	ISTJ	Italian
56	GEMMA DI MARE	ISFJ	Italian
57	GENERAL&MILLS	ENFJ	Non Italian
58	GIOVANNI RANA	ESFJ	Italian
59	GIUSTO FARMA	INTJ	Italian
60	GOCCIA DI CARNIA	ISFJ	Italian
61	GOPPION CAFFè	ISFP	Italian
62	GRANAROLO	ESFJ	Italian
63	GRUPPO SELEX	ESTJ	Italian
64	GRUPPO VERONES	ESTJ	Italian
65	HARD ROCK CAFè	ESFP	Non Italian
66	HAUSBRANDT	ISTJ	Non Italian
67	HEINEKEN	ENTP	Non Italian
68	ICHNUSA	ISFJ	Italian
69	JACK DANIELS	ISTP	Non Italian
70	KINDER	ESFP	Non Italian
71	LA BOTTEGA DEL C/	ISTJ	Italian
72	LACTIS	ISFJ	Italian
73	LAVAZZA	ESTJ	Italian
74	LAZZARONI	ISFP	Italian
75	LE FARINE MAGICHI	ISFJ	Italian
76	LETE	ISFJ	Italian
77	LIDL	ESTJ	Non Italian
78	LIPTON	ESFP	Non Italian
79	LIPTON TEAS	ENFJ	Non Italian
80	LOACKER	ISFJ	Non Italian
81	LORENZ SNACKS	ESFP	Non Italian
82	M&M	ESFP	Non Italian
83	MAGGI	ESFJ	Non Italian
84	MALFY GIN	ESFP	Italian
85	MARTINI	ESFJ	Italian

86	MC DONALD	ESTJ	Non Italian
87	MIONETTO	ESFJ	Italian
88	MISURA	ISFJ	Italian
89	MOLINI SPIGADORC	ISFJ	Italian
90	MOLINO DE VITA	ISFJ	Italian
91	MONINI	ISFJ	Italian
92	MONTENEGRO	ESFP	Italian
93	MORETTI	ESTP	Italian
94	MULLER	ENFJ	Non Italian
95	MUTTI	ESFJ	Italian
96	NATTURA	INFJ	Italian
97	NATURASì	ENFJ	Italian
98	NESPRESSO	INTJ	Non Italian
99	NESTLè	ENFJ	Non Italian
100	NONNO NANNI	ESFJ	Italian
101	OREO	ENFJ	Non Italian
102	PANINI DURINI	ESFJ	Italian
103	PANINO GIUSTO	ESFJ	Italian
104	PARMALAT	ESFJ	Italian
105	PEPSICO	ENFJ	Non Italian
106	PERUGINA	ESTJ	Italian
107	RIGONI D'ASIAGO	ISFJ	Italian
108	RIO MARE	ISTJ	Italian
109	RISO SCOTTI	ISTJ	Italian
110	ROADHOUSE	ESFP	Non Italian
111	RUMMO	ISFJ	Italian
112	SAGRA	ISFP	Italian
113	SEGAFREDO	ESTJ	Italian
114	SELECT	ENFP	Italian
115	SELEX	ESTJ	Italian
116	SNICKERS	ESTP	Non Italian
117	SPERLARI	ISFJ	Italian
118	SPUMADOR	ENTP	Italian
119	STAR	ISTJ	Italian
120	STARBCUKS	ENFJ	Non Italian
121	STRA PIZZA	ENFP	Italian
122	SUBWAY	ENFJ	Non Italian
123	TAVERNELLO	ISFP	Italian
124	VALFRUTTA	ISTJ	Italian
125	VALLELATA	INFJ	Italian
126	VALSOIA	ENFP	Italian

## INITIAL DATASET (CHAT GPT 3)

N.	Brand	Sector	Material Type	URL	Data (URL)	MBTI	MBTI 2	Data (MBTI)
1	Amazon	Other	Altro	<a href="#">About Amaz</a>	5/9/2023	INTJ		24/10/2023
2	Amazon	Other	Mission / Vision sta	<a href="#">Who we are</a>	5/9/2023	INTJ	ENTJ	24/10/2023
3	Amazon	Other	Iniziativa sociali / ci	<a href="#">"Proud to be</a>	5/9/2023	INFJ	ENFJ	14/11/2023
4	Amazon	Other	Iniziativa sociali / ci	<a href="#">Il nostro imp</a>	5/9/2023	ESTJ	ENTJ	14/11/2023
5	Amazon	Other	Iniziativa sociali / ci	<a href="#">Le iniziative</a>	5/9/2023	ESTJ	ENTJ	14/11/2023
6	Amazon	Other	Iniziativa sociali / ci	<a href="#">Amazon al fi</a>	5/9/2023	ISFJ	ESFJ	14/11/2023
7	Amazon	Other	Iniziativa sociali / ci	<a href="#">Amazon Wo</a>	5/9/2023	INFJ	ENFJ	14/11/2023
8	Amazon	Other	Interviste dirette / s	<a href="#">Amazon CE</a>	5/9/2023	INTJ		24/10/2023
9	Amazon	Other	Descrizione prodot	<a href="#">Entertainme</a>	5/9/2023	ISTJ	ESTJ	14/11/2023
10	Apple	Tech	Mission / Vision sta	<a href="#">Ethics and C</a>	5/9/2023	ISFJ	INTJ	24/10/2023
11	Apple	Tech	Motto / Slogan carr		5/9/2023			
12	Apple	Tech	Altro	<a href="#">Valori condiv</a>	5/9/2023	INFJ	ENFJ	24/10/2023
13	Apple	Tech	Descrizione prodot	<a href="#">iPad Pro - A</a>	5/9/2023	ISTJ	ESTJ	14/11/2023
14	Apple	Tech	Iniziativa sociali / ci	<a href="#">Apple celebr</a>	5/9/2023	INFJ	ENFJ	14/11/2023
15	Apple	Tech	Mission / Vision sta	<a href="#">Ambiente - A</a>	5/9/2023	INFP		24/10/2023
16	Apple	Tech	Interviste dirette / s	<a href="#">How To Buil</a>	5/9/2023	INTP		24/10/2023
17	Apple	Tech	Interviste dirette / s	<a href="#">Apple lancia</a>	7/9/2023	INFJ	ENFJ	24/10/2023
18	Aprilia	Automotive	Descrizione prodot	<a href="#">Aprilia. moto</a>	7/9/2023	ESTP	ESFP	14/11/2023
19	Aprilia	Automotive	Descrizione prodot	<a href="#">Aprilia. moto</a>	7/9/2023	ESTP	ESFP	14/11/2023
20	Aprilia	Automotive	Descrizione prodot	<a href="#">Aprilia Urban</a>	7/9/2023	ENTP		14/11/2023
21	Aprilia	Automotive	Iniziativa sociali / ci	<a href="#">FMI Aprilia S</a>	7/9/2023	ESTP		14/11/2023
22	Arper	Design & Fornit	Storia dell'azienda	<a href="#">Chi Siamo (e</a>	7/9/2023	INFP		24/10/2023
23	Arper	Design & Fornit	Mission / Vision sta	<a href="#">Chi Siamo (e</a>	7/9/2023	ENFP		24/10/2023
24	Arper	Design & Fornit	Mission / Vision sta		7/9/2023	ENFJ		24/10/2023
25	Arper	Design & Fornit	Altro	<a href="#">Un viaggio n</a>	7/9/2023	INTP		14/11/2023
26	Arper	Design & Fornit	Descrizione prodot	<a href="#">Collezione F</a>	7/9/2023	INFJ		14/11/2023
27	Artemide	Design & Fornit	Storia dell'azienda	<a href="#">Artemide - C</a>	7/9/2023	INTJ	ENTJ	24/10/2023
28	Artemide	Design & Fornit	Descrizione prodot	<a href="#">Artemide - J</a>	7/9/2023	INTJ		14/11/2023
29	Artemide	Design & Fornit	Iniziativa sociali / ci	<a href="#">Artemide - J</a>	7/9/2023	INFP		14/11/2023
30	Artemide	Design & Fornit	Iniziativa sociali / ci	<a href="#">Artemide - J</a>	7/9/2023	INFJ		14/11/2023
31	AUDI	Automotive	Altro	<a href="#">Futuro soste</a>	7/9/2023	INTJ		14/11/2023
32	AUDI	Automotive	Altro	<a href="#">Audi e Confi</a>	7/9/2023	INFP	ENFP	24/10/2023
33	AUDI	Automotive	Altro	<a href="#">Dare forma :</a>	7/9/2023	INTJ	ENTJ	24/10/2023
34	AUDI	Automotive	Mission / Vision sta	<a href="#">Who we are</a>	7/9/2023	ESFJ	ENTJ	24/10/2023
35	AUDI	Automotive	Descrizione prodot	<a href="#">Q8 Sportbac</a>	7/9/2023	ISTJ		14/11/2023
36	Lamborg	Automotive	Storia dell'azienda	<a href="#">Azienda   La</a>	7/9/2023	ESTP		24/10/2023
37	Lamborg	Automotive	Altro	<a href="#">Lamborghini</a>	7/9/2023	ESTP		14/11/2023
38	Lamborg	Automotive	Descrizione prodot	<a href="#">Lamborghini</a>	7/9/2023	INTJ		14/11/2023
39	Lamborg	Automotive	Descrizione prodot	<a href="#">Lamborghini</a>	7/9/2023	ESTP		14/11/2023
40	Lamborg	Automotive	Descrizione prodot	<a href="#">Lamborghini</a>	7/9/2023	INTJ		14/11/2023
41	Lamborg	Automotive	Altro	<a href="#">Lamborghini</a>	7/9/2023	ENTJ		14/11/2023
42	Barilla	Food & Wine	Altro	<a href="#">Dallo stabilir</a>	7/9/2023	ESFJ		14/11/2023
43	Barilla	Food & Wine	Altro	<a href="#">Passione. in</a>	7/9/2023	INFJ		14/11/2023
44	Barilla	Food & Wine	Storia dell'azienda	<a href="#">Chi siamo   C</a>	7/9/2023	ISFJ	INFJ	24/10/2023
45	Barilla	Food & Wine	Iniziativa sociali / ci	<a href="#">Fondazione</a>	7/9/2023	ENFP		14/11/2023
46	Barilla	Food & Wine	Storia dell'azienda	<a href="#">La nostra st</a>	7/9/2023	ISTJ		14/11/2023
47	Barilla	Food & Wine	Descrizione team	<a href="#">Famiglia Bar</a>	7/9/2023			25/10/2023
48	Barilla	Food & Wine	Mission / Vision sta	<a href="#">Benessere c</a>	7/9/2023	INFJ	ENFT	25/10/2023
49	Barilla	Food & Wine	Descrizione prodot	<a href="#">Per i classic</a>	7/9/2023	ESTJ		14/11/2023
50	Barilla	Food & Wine	Descrizione prodot	<a href="#">Spaghetti   E</a>	7/9/2023	ESFP		14/11/2023
51	Barilla	Food & Wine	Altro	<a href="#">Barilla. dallo</a>	7/9/2023	ENTJ		14/11/2023

52	Benetton	Fashion	Descrizione prodot	<a href="#">campagna</a>	7/9/2023	ENFP		14/11/2023
53	Benetton	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	7/9/2023	ENFJ		14/11/2023
54	Benetton	Fashion	Descrizione prodot	<a href="#">Campagna</a>	7/9/2023	ENFP		14/11/2023
55	Benetton	Fashion	Iniziative sociali / c	<a href="#">Sostenibilità</a>	7/9/2023	INFJ		14/11/2023
56	Benetton	Fashion	Iniziative sociali / c	<a href="#">Impegno So</a>	7/9/2023	ENFJ	ESFJ	14/11/2023
57	Benetton	Fashion	Descrizione prodot	<a href="#">Vesti Sicuro</a>	7/9/2023	ISTJ		14/11/2023
58	Benetton	Fashion	Iniziative sociali / c	<a href="#">Apri il nuov</a>	7/9/2023	ESFP		14/11/2023
59	Benetton	Fashion	Altro	<a href="#">You Should</a>	7/9/2023	ENFP		25/10/2023
60	Bialetti	Other	Descrizione prodot	<a href="#">Bialetti e il c</a>	7/9/2023	ISTJ		14/11/2023
61	Bialetti	Other	Storia dell'azienda	<a href="#">Bialetti - Chi</a>	7/9/2023	ISTJ		25/10/2023
62	Bialetti	Other	Storia dell'azienda	<a href="#">Bialetti - La s</a>	7/9/2023	ESFJ		14/11/2023
63	Bialetti	Other	Descrizione prodot	<a href="#">Dillo con un</a>	7/9/2023	ISTP		14/11/2023
64	Bialetti	Other	Altro	<a href="#">Moka Expre</a>	7/9/2023	ISTJ		14/11/2023
65	Bialetti	Other	Descrizione prodot	<a href="#">Horeca (bial</a>	7/9/2023	ISTJ		14/11/2023
66	Birkenstc	Fashion	Storia dell'azienda	<a href="#">Azienda   Sc</a>	7/9/2023	ISFJ		14/11/2023
67	Birkenstc	Fashion	Storia dell'azienda	<a href="#">History   acc</a>	7/9/2023	INFP	ISFP	25/10/2023
68	Birkenstc	Fashion	Descrizione prodot	<a href="#">About   BIRK</a>	7/9/2023	INFP		14/11/2023
69	Birkenstc	Fashion	Descrizione prodot	<a href="#">Gizeh Big Br</a>	7/9/2023	ENTJ		14/11/2023
70	BMW	Automotive	Descrizione prodot	<a href="#">BMW Vision</a>	7/9/2023	ESTP		14/11/2023
71	BMW	Automotive	Altro	<a href="#">House of BM</a>	7/9/2023	ENFJ		14/11/2023
72	BMW	Automotive	Iniziative sociali / c	<a href="#">SpecialMent</a>	7/9/2023	ENFP		14/11/2023
73	BMW	Automotive	Mission / Vision sta	<a href="#">BMW Busine</a>	7/9/2023	ENTJ	INTJ	25/10/2023
74	BMW	Automotive	Descrizione prodot	<a href="#">Veicoli di sic</a>	7/9/2023	ISTJ		14/11/2023
75	BMW	Automotive	Descrizione prodot	<a href="#">Gamma BM</a>	7/9/2023	ESTJ		14/11/2023
76	BMW	Automotive	Iniziative sociali / c	<a href="#">Sostenibilità</a>	7/9/2023	ENFJ		14/11/2023
77	BMW	Automotive	Mission / Vision sta	<a href="#">BMW Missio</a>	7/9/2023	ENTJ	INTJ	25/10/2023
78	BMW	Automotive	Mission / Vision sta	<a href="#">BMW Missio</a>	7/9/2023	ENTJ	INTJ	25/10/2023
79	BOSH	Other	Storia dell'azienda	<a href="#">La nostra st</a>	7/9/2023	INTJ		14/11/2023
80	BOSH	Other	Mission / Vision sta	<a href="#">We are Bos</a>	7/9/2023	ENFP	ESFJ	25/10/2023
81	BOSH	Other	Storia dell'azienda	<a href="#">La nostra az</a>	7/9/2023	ENFP	ESFJ	25/10/2023
82	BOSH	Other	Mission / Vision sta	<a href="#">La nostra re</a>	7/9/2023	ENTJ		14/11/2023
83	Brunello	Fashion	Storia dell'azienda	<a href="#">Le origini de</a>	7/9/2023	ENTJ		14/11/2023
84	Brunello	Fashion	Storia dell'azienda	<a href="#">La Bellezza</a>	7/9/2023	INFP	ENFP	25/10/2023
85	Brunello	Fashion	Storia dell'azienda	<a href="#">Artigianalità</a>	7/9/2023	ISFP		25/10/2023
86	Brunello	Fashion	Descrizione prodot	<a href="#">Servizi escl</a>	7/9/2023	ESFJ		14/11/2023
87	Brunello	Fashion	Descrizione prodot	<a href="#">Abiti sartoria</a>	7/9/2023	ISTJ		14/11/2023
88	Bulgari	Fashion	Descrizione prodot	<a href="#">Responsabil</a>	10/9/2023	ISTJ		14/11/2023
89	Bulgari	Fashion	Altro	<a href="#">Tutela del M</a>	10/9/2023	ISTJ		14/11/2023
90	Bulgari	Fashion	Storia dell'azienda	<a href="#">La Storia di</a>	10/9/2023	ENFP	INFJ	14/11/2023
91	Bulgari	Fashion	Iniziative sociali / c	<a href="#">Filantropia  </a>	10/9/2023	ENFJ	INFJ	14/11/2023
92	Bulgari	Fashion	Storia dell'azienda	<a href="#">L'Universo B</a>	10/9/2023	ENTP		14/11/2023
93	Bulgari	Fashion	Storia dell'azienda	<a href="#">I 75 anni di s</a>	10/9/2023	ISFP		14/11/2023
94	Bulgari	Fashion	Descrizione prodot	<a href="#">Collezione d</a>	10/9/2023	ISFP		14/11/2023
95	Bulgari	Fashion	Descrizione prodot	<a href="#">Collana di A</a>	10/9/2023	ISTJ		14/11/2023
96	Bulgari	Fashion	Descrizione prodot	<a href="#">Collezione d</a>	10/9/2023	ESFP		14/11/2023
97	CAFFè V	Food & Wine	Storia dell'azienda	<a href="#">Questo caffè</a>	10/9/2023	ESTJ		14/11/2023
98	CAFFè V	Food & Wine	Storia dell'azienda	<a href="#">Un caffè nos</a>	10/9/2023	ISTJ		14/11/2023
99	CAFFè V	Food & Wine	Iniziative sociali / c	<a href="#">Capitoli Wic</a>	10/9/2023	ENFJ		14/11/2023
100	CAFFè V	Food & Wine	Descrizione prodot	<a href="#">Pack 100 Cr</a>	10/9/2023	ISTP		14/11/2023
101	CAFFE' E	Food & Wine	Storia dell'azienda	<a href="#">Vendita Cial</a>	10/9/2023	ESTP	ISTP / INTJ	25/10/2023
102	CAFFE' E	Food & Wine	Mission / Vision sta	<a href="#">I valori di Ca</a>	10/9/2023	ISTJ		14/11/2023
103	CAFFE' E	Food & Wine	Descrizione prodot	<a href="#">DiDi Borbon</a>	10/9/2023	ISTJ		14/11/2023
104	Campari	Food & Wine	Storia dell'azienda	<a href="#">La Nostra St</a>	10/9/2023	ENFP		14/11/2023
105	Campari	Food & Wine	Storia dell'azienda	<a href="#">Campari Bitt</a>	10/9/2023	ISFP	ISTP	14/11/2023

106	Campari	Food & Wine	Descrizione prodot	<a href="#">Campari &amp; M</a>	10/9/2023	ISFJ	INFJ	25/10/2023
107	Campari	Food & Wine	Altro	<a href="#">Red Passior</a>	10/9/2023	ISFJ	INFJ	14/11/2023
108	Campari	Food & Wine	Iniziative sociali / c	<a href="#">Campari e il</a>	10/9/2023	INFP	ENFP	25/10/2023
109	Campari	Food & Wine	Altro	<a href="#">Campari Lat</a>	10/9/2023	INFP	ENFP	14/11/2023
110	Carrera	Fashion	Altro	<a href="#">Carrera Jea</a>	10/9/2023	ESTP	ISTP	14/11/2023
111	Carrera	Fashion	Storia dell'azienda	<a href="#">Carrera Jea</a>	10/9/2023	ESTJ	ENTJ	14/11/2023
112	Carrera	Fashion	Descrizione prodot	<a href="#">Carrera Jea</a>	10/9/2023	ISTJ	ISFJ	14/11/2023
113	Carrera	Fashion	Descrizione prodot	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;10/9/2023&lt;/td&gt;&lt;td&gt;ISFJ&lt;/td&gt;&lt;td&gt;INFJ&lt;/td&gt;&lt;td&gt;14/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;114&lt;/td&gt;&lt;td&gt;CASSIN/&lt;/td&gt;&lt;td&gt;Design &amp; Fornit&lt;/td&gt;&lt;td&gt;Mission / Vision sta&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	10/9/2023	INFJ	ISFJ	14/11/2023
115	CASSIN/	Design & Fornit	Storia dell'azienda	<a href="#">La nostra st</a>	10/9/2023	INTJ		14/11/2023
116	CASSIN/	Design & Fornit	Altro	<a href="#">Manifesto.p</a>	10/9/2023	ISTJ		14/11/2023
117	CASSIN/	Design & Fornit	Altro	<a href="#">Riedizione ic</a>	10/9/2023	INFJ		14/11/2023
118	CASSIN/	Design & Fornit	Descrizione prodot	<a href="#">Outdoor arm</a>	10/9/2023	ISTP	ISFP	14/11/2023
119	Ceres	Food & Wine	Altro	<a href="#">Il mondo Ce</a>	10/9/2023	ESTP	ESFP	14/11/2023
120	Ceres	Food & Wine	Altro	<a href="#">(73) oficialc</a>	10/9/2023	ISTP	ESTP	14/11/2023
121	Ceres	Food & Wine	Descrizione prodot	<a href="#">L'originale S</a>	10/9/2023	ESTP	ENTJ	14/11/2023
122	Ceres	Food & Wine	Descrizione prodot	<a href="#">Mosaic IPA  </a>	10/9/2023	ISTJ	INTJ	14/11/2023
123	Chiara Fe	Fashion	Storia dell'azienda	<a href="#">About Us – C</a>	11/09/2023	ENFP		14/11/2023
124	Chiara Fe	Fashion	Iniziative sociali / c	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;11/09/2023&lt;/td&gt;&lt;td&gt;ENFJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;14/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;125&lt;/td&gt;&lt;td&gt;Chiara Fe&lt;/td&gt;&lt;td&gt;Fashion&lt;/td&gt;&lt;td&gt;Post Instagram&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	11/09/2023	ENFP		14/11/2023
126	Chiara Fe	Fashion	Altro	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;11/09/2023&lt;/td&gt;&lt;td&gt;ENTJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;14/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;127&lt;/td&gt;&lt;td&gt;Chiara Fe&lt;/td&gt;&lt;td&gt;Fashion&lt;/td&gt;&lt;td&gt;Altro&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	11/09/2023	ESFP		14/11/2023
128	Coca Col	Food & Wine	Storia dell'azienda	<a #"="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;11/09/2023&lt;/td&gt;&lt;td&gt;ISTJ&lt;/td&gt;&lt;td&gt;ENTP&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;129&lt;/td&gt;&lt;td&gt;Coca Col&lt;/td&gt;&lt;td&gt;Food &amp; Wine&lt;/td&gt;&lt;td&gt;Altro&lt;/td&gt;&lt;td&gt;&lt;a href=">Recipes for</a>	11/09/2023	ESFJ		14/11/2023
130	Coca Col	Food & Wine	Descrizione prodot	<a href="#">Coca-Cola@</a>	14/09/2023	ENFP		14/11/2023
131	Coca Col	Food & Wine	Descrizione prodot	<a href="#">Ready to Dr</a>	14/09/2023	ESTJ		14/11/2023
132	Coca Col	Food & Wine	Altro	<a href="#">Coca-Cola F</a>	14/09/2023	INFJ		14/11/2023
133	Coca Col	Food & Wine	Altro	<a href="#">Coca-Cola@</a>	14/09/2023	ENFP		14/11/2023
134	Coca Col	Food & Wine	Descrizione prodot	<a href="#">Coca-Cola@</a>	14/09/2023	ENTJ		25/10/2023
135	Coca Col	Food & Wine	Motto / Slogan carr	<a href="#">Pubblicità (c</a>	14/09/2023			
136	Coca Col	Food & Wine	Mission / Vision sta	<a href="#">Missione e v</a>	14/09/2023	ENTJ		25/10/2023
137	Coca Col	Food & Wine	Mission / Vision sta	<a href="#">Purpose &amp; C</a>	14/09/2023	INFJ		25/10/2023
138	Coca Col	Food & Wine	Descrizione prodot	<a href="#">Product   Co</a>	14/09/2023	ENTP		14/11/2023
139	Coca Col	Food & Wine	Altro	<a href="#">"Believing Is</a>	14/09/2023	ENFJ		25/10/2023
140	TELEPAS	Tech	Motto / Slogan carr	<a href="#">Telepass: i S</a>	14/09/2023	ISTJ		25/10/2023
141	TELEPAS	Tech	Motto / Slogan carr	<a href="#">Telepass: i S</a>	14/09/2023	ISTJ		25/10/2023
142	TELEPAS	Tech	Descrizione prodot	<a href="#">Telepass: i S</a>	14/09/2023	ISTJ		25/10/2023
143	TELEPAS	Tech	Descrizione prodot	<a #"="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;14/09/2023&lt;/td&gt;&lt;td&gt;ISTJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;144&lt;/td&gt;&lt;td&gt;TELEPAS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Descrizione prodot&lt;/td&gt;&lt;td&gt;&lt;a href=">Telepass Plu</a>	14/09/2023	ISTJ		25/10/2023
145	TELEPAS	Tech	Descrizione prodot	<a href="#">Telepass Ne</a>	14/09/2023	ISTJ		25/10/2023
146	TELEPAS	Tech	Descrizione prodot	<a href="#">Memo: il Sei</a>	14/09/2023	ISTJ		25/10/2023
147	TELEPAS	Tech	Descrizione prodot	<a href="#">Venezia Uni</a>	14/09/2023	ISTJ	ISFJ	25/10/2023
148	TELEPAS	Tech	Descrizione prodot	<a href="#">Paga le Stris</a>	14/09/2023	ISTJ	ESTJ	25/10/2023
149	TELEPAS	Tech	Descrizione prodot	<a href="#">Telepass As:</a>	14/09/2023	ISTJ	ESTJ	25/10/2023
150	TELEPAS	Tech	Storia dell'azienda	<a href="#">Telepass As:</a>	14/09/2023	ENFJ		25/10/2023
151	TELEPAS	Tech	Storia dell'azienda	<a href="#">Gruppo Tele</a>	14/09/2023	ENTJ	ESTJ	25/10/2023
152	TELEPAS	Tech	Altro	<a href="#">Nasce Telep</a>	14/09/2023	INTJ	ENTJ	25/10/2023
153	TELEPAS	Tech	Descrizione team	<a href="#">Managemen</a>	14/09/2023	ENTJ		25/10/2023
154	TELEPAS	Tech	Descrizione team	<a href="#">Governance</a>	14/09/2023	ISTJ		25/10/2023
155	TELEPAS	Tech	Mission / Vision sta	<a href="#">Il Nostro Pur</a>	14/09/2023	ENFP		25/10/2023
156	TELEPAS	Tech	Altro	<a href="#">Innovazione</a>	14/09/2023	ENTP		25/10/2023
157	TELEPAS	Tech	Altro	<a href="#">Incubatore S</a>	14/09/2023	ENTP		25/10/2023
158	TELEPAS	Tech	Altro	<a href="#">Molto più di</a>	14/09/2023	ISTJ		25/10/2023
159	TELEPAS	Tech	Altro	<a href="#">Enterprise R</a>	14/09/2023	ISTJ		25/10/2023

160	TELEPASS	Tech	Altro	<a href="#">Focus On: il</a>	14/09/2023	INTJ		25/10/2023
161	TELEPASS	Tech	Altro	<a href="#">Sostenibilità</a>	14/09/2023	ENTJ		25/10/2023
162	TELEPASS	Tech	Altro	<a href="#">Lavora con l</a>	14/09/2023	ENFP		25/10/2023
163	TELEPASS	Tech	Descrizione prodot	<a href="#">Telepass: i S</a>	14/09/2023	ISTJ	ESTJ	25/10/2023
164	TELEPASS	Tech	Altro	<a href="#">Comunicato</a>	17/09/2023	ENTJ	CODICE ETIC	25/10/2023
165	TELEPASS	Tech	Altro	<a href="#">CS_Telepas</a>	17/09/2023	INTJ		25/10/2023
166	TELEPASS	Tech	Descrizione prodot	<a href="#">Telepass Bu</a>	17/09/2023	ENTJ		25/10/2023
167	TELEPASS	Tech	Descrizione prodot	<a href="#">Urban life: le</a>	17/09/2023	ENFJ	INFJ	14/11/2023
168	TELEPASS	Tech	Descrizione prodot	<a href="#">Viaggi: guide</a>	17/09/2023	ENFP		25/10/2023
169	TELEPASS	Tech	Descrizione prodot	<a href="#">Offerte per C</a>	17/09/2023	ESTJ		25/10/2023
170	TELEPASS	Tech	Descrizione prodot	<a href="#">Telepass Fa</a>	17/09/2023	ESTJ		25/10/2023
171	TELEPASS	Tech	Descrizione prodot	<a href="#">Prospect Te</a>	17/09/2023	ESTJ		25/10/2023
172	TELEPASS	Tech	Altro	<a href="#">Telepass, è</a>	17/09/2023	INTJ	ISTJ	25/10/2023
173	TELEPASS	Tech	Altro	<a href="#">Nasce Telep</a>	17/09/2023	INTJ	ISTJ	25/10/2023
174	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) Cortina</a>	17/09/2023	ENFJ	ENTJ	14/11/2023
175	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) Verso #</a>	17/09/2023	ENTP		25/10/2023
176	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) Il noleg</a>	17/09/2023	ENFJ		25/10/2023
177	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) 30 anni</a>	17/09/2023	ENTJ		25/10/2023
178	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) Bundlin</a>	17/09/2023	ENTP		25/10/2023
179	TELEPASS	Tech	Post LinkedIn	<a href="#">(10) La resili</a>	17/09/2023	ENTJ		25/10/2023
180	TELEPASS	Tech	Motto / Slogan carr	<a href="#">(10) Telepas</a>	17/09/2023	ISTJ		25/10/2023
181	TELEPASS	Tech	Storia dell'azienda	<a href="#">(10) Telepas</a>	17/09/2023	ISTJ		25/10/2023
182	TELEPASS	Tech	Post LinkedIn	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESFJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;183&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post LinkedIn&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	17/09/2023	ISTJ	ISFJ	25/10/2023
184	TELEPASS	Tech	Post LinkedIn	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ENFJ&lt;/td&gt;&lt;td&gt;ENTP&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;185&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post LinkedIn&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	17/09/2023	INTP		25/10/2023
186	TELEPASS	Tech	Post LinkedIn	<a #"="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESFJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;187&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Descrizione team&lt;/td&gt;&lt;td&gt;&lt;a href=">(10) Post   L</a>	17/09/2023	ENTP		25/10/2023
188	TELEPASS	Tech	Descrizione team	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ENTJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;189&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post LinkedIn&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	17/09/2023	ENTP		25/10/2023
190	TELEPASS	Tech	Post LinkedIn	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESTJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;191&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post LinkedIn&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	17/09/2023	INFJ		25/10/2023
192	TELEPASS	Tech	Post Instagram	<a #"="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESFP&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;193&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post Instagram&lt;/td&gt;&lt;td&gt;&lt;a href=">Telepass (@</a>	17/09/2023	ESTJ	BIO	25/10/2023
194	TELEPASS	Tech	Post Instagram	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESFP&lt;/td&gt;&lt;td&gt;ENFP&lt;/td&gt;&lt;td&gt;14/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;195&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Post Instagram&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	17/09/2023	ISTJ	ESTJ	25/10/2023
196	TELEPASS	Tech	Post Instagram	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;17/09/2023&lt;/td&gt;&lt;td&gt;ESFP&lt;/td&gt;&lt;td&gt;ENFP&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;197&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Altro&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	19/09/2023	ISTJ		25/10/2023
198	TELEPASS	Tech	Altro	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;19/09/2023&lt;/td&gt;&lt;td&gt;ENFJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;199&lt;/td&gt;&lt;td&gt;TELEPASS&lt;/td&gt;&lt;td&gt;Tech&lt;/td&gt;&lt;td&gt;Altro&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" privac<=""></a>	19/09/2023	ISTJ		25/10/2023
200	TELEPASS	Tech	Altro	<a a="" href="https://it.mot&lt;/a&gt;&lt;/td&gt;&lt;td&gt;19/09/2023&lt;/td&gt;&lt;td&gt;ISFP&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;25/10/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;201&lt;/td&gt;&lt;td&gt;TESLA&lt;/td&gt;&lt;td&gt;Automotive&lt;/td&gt;&lt;td&gt;Descrizione prodot&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	19/09/2023	ISFJ	ISTP	20/11/2023
202	TESLA	Automotive	Descrizione prodot	<a a="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;19/09/2023&lt;/td&gt;&lt;td&gt;INTJ&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;20/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;203&lt;/td&gt;&lt;td&gt;TESLA&lt;/td&gt;&lt;td&gt;Automotive&lt;/td&gt;&lt;td&gt;Descrizione prodot&lt;/td&gt;&lt;td&gt;&lt;a href=" https:="" www.<=""></a>	19/09/2023	ISTJ	ESTJ	20/11/2023
204	TESLA	Automotive	Mission / Vision sta	<a href="#">Informazioni</a>	20/09/2023	ISTJ		25/10/2023
205	TESLA	Automotive	Altro	<a href="#">Tesla Vision</a>	20/09/2023	ENTJ		20/11/2023
206	TESLA	Automotive	Altro	<a href="#">Interview: El</a>	20/09/2023	INTJ	ISTJ	20/11/2023
207	TESLA	Automotive	Motto / Slogan carr	<a href="#">Tesla Model</a>	20/09/2023			20/11/2023
208	TESLA	Automotive	Motto / Slogan carr	<a #"="" href="https://www.&lt;/a&gt;&lt;/td&gt;&lt;td&gt;20/09/2023&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;20/11/2023&lt;/td&gt;&lt;/tr&gt; &lt;tr&gt;&lt;td&gt;209&lt;/td&gt;&lt;td&gt;TESLA&lt;/td&gt;&lt;td&gt;Automotive&lt;/td&gt;&lt;td&gt;Motto / Slogan carr&lt;/td&gt;&lt;td&gt;&lt;a href=">tesla campa</a>	20/09/2023			20/11/2023
210	TESLA	Automotive	Motto / Slogan carr	<a href="#">Tesla Camp</a>	20/09/2023			20/11/2023
211	TESLA	Automotive	Motto / Slogan carr	<a href="#">Tesla: Lift, S</a>	20/09/2023			20/11/2023
212	TESLA	Automotive	News/Intervista	<a href="#">Tesla might</a>	20/09/2023	ENTJ	ESTJ	20/11/2023
213	TESLA	Automotive	Motto / Slogan carr	<a href="#">Tesla Motor</a>	20/09/2023	ESTP	ESFP	20/11/2023



214	TESLA	Automotive	Motto / Slogan carr	<a href="#">Tesla Ad - P</a>	20/09/2023	ENFP	ESTP	20/11/2023
215	TESLA	Automotive	Motto / Slogan carr	<a href="http://cargoc">http://cargoc</a>	20/09/2023			20/11/2023
216	TESLA	Automotive	Motto / Slogan carr		20/09/2023			20/11/2023
217	Coca Col	Food & Wine	Motto / Slogan carr	<a href="#">Here Are 25</a>	20/09/2023			20/11/2023
218	Coop	Food & Wine	Motto / Slogan carr	<a href="#">Coca-Cola r</a>	20/09/2023			20/11/2023
219	Coop	Food & Wine	Motto / Slogan carr	<a href="#">Coop: lancia</a>	20/09/2023			20/11/2023
220	Coop	Food & Wine	Motto / Slogan carr	<a href="#">Coop</a>	20/09/2023			20/11/2023
221	Coop	Food & Wine	Storia dell'azienda	<a href="#">La storia di C</a>	20/09/2023	ISTJ		26/10/2023
222	Coop	Food & Wine	Mission / Vision sta	<a href="#">I valori Coop</a>	20/09/2023	INFJ		26/10/2023
223	Coop	Food & Wine	Descrizione prodot	<a href="#">Prodotto a l</a>	21/09/2023			20/11/2023
224	Coop	Food & Wine	Descrizione prodot	<a href="#">I gelati Coop</a>	21/09/2023	ESFJ	ISFJ	20/11/2023
225	Coop	Food & Wine	Descrizione prodot	<a href="#">Buono - Valc</a>	21/09/2023	ESFJ	ISFJ	20/11/2023
226	Coop	Food & Wine	Descrizione prodot	<a href="#">Riduciamo, i</a>	21/09/2023	ISFP	INFP	20/11/2023
227	Coop	Food & Wine	Motto / Slogan carr	<a href="#">Senti che Ag</a>	21/09/2023			20/11/2023
228	Coop	Food & Wine	Motto / Slogan carr	<a href="#">HELIOS PU</a>	21/09/2023			20/11/2023
229	Coop	Food & Wine	Descrizione prodot	<a href="#">Il prodotto a</a>	21/09/2023	ESTJ	ESFJ	20/11/2023
230	Coop	Food & Wine	Motto / Slogan carr	<a href="#">Un mare di i</a>	21/09/2023	ISFJ	INFJ	20/11/2023
231	D&G	Fashion	Motto / Slogan carr	<a href="#">Campagna /</a>	21/09/2023	ESTP	ENTP	20/11/2023
232	D&G	Fashion	Descrizione prodot	<a href="#">Giacca tuxe</a>	21/09/2023	INFJ	ISFP	20/11/2023
233	D&G	Fashion	Motto / Slogan carr	<a href="#">Campagna /</a>	21/09/2023	ISFP	INFP	20/11/2023
234	D&G	Fashion	Motto / Slogan carr	<a href="#">Campagna /</a>	21/09/2023	ISTJ	ESTJ	20/11/2023
235	D&G	Fashion	Descrizione prodot	<a href="#">T-shirt collo</a>	21/09/2023	ISTP	INTJ	20/11/2023
236	D&G	Fashion	Descrizione prodot	<a href="#">Women's Be</a>	21/09/2023	ESFP	ENFP	20/11/2023
237	D&G	Fashion	Descrizione prodot	<a href="#">Dolce&amp;Gabl</a>	21/09/2023	ESFJ	ENFJ	20/11/2023
238	D&G	Fashion	Descrizione prodot	<a href="#">Dolce&amp;Gabl</a>	21/09/2023	ISFP	INFP	20/11/2023
239	D&G	Fashion	Descrizione prodot	<a href="#">Profumo Vel</a>	21/09/2023	ISFJ	INFJ	20/11/2023
240	D&G	Fashion	Descrizione prodot	<a href="#">Profumo Vel</a>	21/09/2023	ISFP	INFP	20/11/2023
241	D&G	Fashion	News/Intervista	<a href="#">Dolce&amp;Gabl</a>	21/09/2023	ENFJ	INFJ	20/11/2023
242	D&G	Fashion	Motto / Slogan carr	<a href="#">Eventi Dolce</a>	21/09/2023	ISFP	INFP	20/11/2023
243	D&G	Fashion	Storia dell'azienda	<a href="#">10 Anni di A</a>	21/09/2023	INFP		26/10/2023
244	Danone	Food & Wine	Storia dell'azienda	<a href="#">La storia di I</a>	21/09/2023	INFJ		26/10/2023
245	Danone	Food & Wine	Altro	<a href="#">Microsoft W</a>	21/09/2023			20/11/2023
246	Danone	Food & Wine	Mission / Vision sta	<a href="#">I valori di De</a>	21/09/2023	INFJ		26/10/2023
247	Danone	Food & Wine	Mission / Vision sta	<a href="#">Danone Itali</a>	21/09/2023	ENFJ		26/10/2023
248	Danone	Food & Wine	Mission / Vision sta	<a href="#">Vision: il log</a>	21/09/2023	INFJ		26/10/2023
249	Danone	Food & Wine	Mission / Vision sta	<a href="#">La nostra cu</a>	21/09/2023	ENFJ		26/10/2023
250	Danone	Food & Wine	Altro	<a href="https://corpo">https://corpo</a>	21/09/2023	ENFJ		26/10/2023
251	Danone	Food & Wine	Motto / Slogan carr	<a href="#">danone cam</a>	21/09/2023	ISFJ	ESFJ	20/11/2023
252	Danone	Food & Wine	Motto / Slogan carr	<a href="#">Pubblicità D</a>	21/09/2023	ENFP		20/11/2023
253	De Longh	Tech	Descrizione prodot	<a href="#">Macchine de</a>	21/09/2023	ESTJ		20/11/2023
254	De Longh	Tech	Descrizione prodot	<a href="#">Rivelia   De'</a>	21/09/2023	ESTP		20/11/2023
255	De Longh	Tech	Descrizione prodot	<a href="#">Macchine de</a>	21/09/2023	ISTJ		20/11/2023
256	De Longh	Tech		<a href="#">Profilo   De'</a>	21/09/2023	ISTJ		26/10/2023
257	De Longh	Tech	Motto / Slogan carr	<a href="#">Vision e Valc</a>	21/09/2023	INFP		20/11/2023
258	De Longh	Tech	Mission / Vision sta	<a href="#">Everyday M</a>	21/09/2023	ESTP		20/11/2023
259	De Longh	Tech	News/Intervista	<a href="#">Brad Pitt pro</a>	21/09/2023	ENFJ		26/10/2023
260	DHL	Tourism & Trans	Motto / Slogan carr	<a href="#">Campaign A</a>	21/09/2023			20/11/2023
261	DHL	Tourism & Trans	Motto / Slogan carr	<a href="#">DHL — Metr</a>	21/09/2023	ESTJ		20/11/2023
262	DHL	Tourism & Trans	Motto / Slogan carr	<a href="https://www">https://www</a>	21/09/2023			20/11/2023
263	DHL	Tourism & Trans	Mission / Vision sta	<a href="#">Innovation C</a>	21/09/2023	INTJ		20/11/2023
264	Diadora	Fashion	Descrizione prodot	<a href="#">The new leg</a>	21/09/2023	ENFP		20/11/2023
265	Diadora	Fashion	Motto / Slogan carr	<a href="#">Daimon sup</a>	21/09/2023	ENTJ		20/11/2023
266	Diadora	Fashion	Motto / Slogan carr	<a href="#">Diadora si a</a>	21/09/2023	INFJ		20/11/2023
267	Diadora	Fashion	Mission / Vision sta	<a href="#">Lavora con r</a>	21/09/2023	ENFP		26/10/2023

268	Diadora	Fashion	Descrizione prodotto	<a href="#">MI BASKET</a>	21/09/2023	ISTJ		20/11/2023
269	Diadora	Fashion	Descrizione prodotto	<a href="#">Legends Off</a>	21/09/2023	ESFP		20/11/2023
270	Diesel	Fashion	Motto / Slogan campagna	<a href="https://www.">https://www.</a>	25/09/2023			20/11/2023
271	Diesel	Fashion	Motto / Slogan campagna	<a href="https://www.">https://www.</a>	25/09/2023	ESTP		20/11/2023
272	Diesel	Fashion	Motto / Slogan campagna	<a href="https://livesic">https://livesic</a>	25/09/2023	ENTP		20/11/2023
273	Diesel	Fashion	Motto / Slogan campagna	<a href="https://livesic">https://livesic</a>	25/09/2023	ISTJ		20/11/2023
274	Diesel	Fashion	Descrizione prodotto	<a href="https://it.dies">https://it.dies</a>	25/09/2023	ESFP		20/11/2023
275	Diesel	Fashion	Altro	<a href="https://it.dies">https://it.dies</a>	25/09/2023	ENFP		20/11/2023
276	Ducati	Automotive	Altro	<a href="https://it.dies">https://it.dies</a>	25/09/2023			20/11/2023
277	Ducati	Automotive	Descrizione prodotto	<a href="#">T-shirt Moto</a>	25/09/2023	ESFP		20/11/2023
278	Ducati	Automotive	Descrizione prodotto	<a href="#">Giubbino in</a>	25/09/2023	ISTP		20/11/2023
279	Ducati	Automotive	Descrizione prodotto	<a href="#">Ducati Mons</a>	25/09/2023	ESTP		20/11/2023
280	Ducati	Automotive	Descrizione prodotto	<a href="#">Ducati Dese</a>	25/09/2023	ISTP		20/11/2023
281	Ducati	Automotive	Descrizione prodotto	<a href="#">Innovazione</a>	26/09/2023	ENTJ		20/11/2023
282	Ducati	Automotive	Storia dell'azienda	<a href="#">Dinastia Mul</a>	26/09/2023	ESTP	ENTP	26/10/2023
283	DYSON	Tech	Descrizione prodotto	<a href="#">Dyson studi</a>	26/09/2023	INFJ		20/11/2023
284	DYSON	Tech	Descrizione prodotto	<a href="#">Il nostro DN</a>	26/09/2023	INTJ		20/11/2023
285	DYSON	Tech	Motto / Slogan campagna	<a href="#">dyson pubbl</a>	26/09/2023			20/11/2023
286	DYSON	Tech	Motto / Slogan campagna		26/09/2023			20/11/2023
287	DYSON	Tech	Motto / Slogan campagna	<a href="#">dyson pubbl</a>	26/09/2023			20/11/2023
288	DYSON	Tech	Descrizione prodotto	<a href="#">Sostenibilità</a>	26/09/2023	ENTP		20/11/2023
289	DYSON	Tech	Descrizione prodotto	<a href="#">Perché acqu</a>	26/09/2023	ISTJ		20/11/2023
290	DYSON	Tech	Motto / Slogan campagna	<a href="#">dyson ads -</a>	26/09/2023	ESTP		20/11/2023
291	DYSON	Tech	Motto / Slogan campagna	<a href="#">dyson ads -</a>	26/09/2023			20/11/2023
292	Enel	Tech	Descrizione prodotto	<a href="#">#EnelUp4Ec</a>	26/09/2023	INFJ		20/11/2023
293	Enel	Tech	Motto / Slogan campagna	<a href="#">Tutto Enel: s</a>	26/09/2023			20/11/2023
294	Enel	Tech		<a href="#">Tutto Enel: s</a>	26/09/2023	INFJ	INTJ	26/10/2023
295	Enel	Tech	Motto / Slogan campagna	<a href="#">Energia. sos</a>	26/09/2023			20/11/2023
296	Enel	Tech	Storia dell'azienda	<a href="#">Energia. sos</a>	26/09/2023	ENTP	INTP	26/10/2023
297	Enel	Tech	Descrizione prodotto	<a href="#">Elettrificazio</a>	26/09/2023	ESTJ		20/11/2023
298	Enel	Tech	Mission / Vision statement	<a href="#">L'energia di</a>	26/09/2023	INTP	ENFJ	26/10/2023
299	Eni	Tech	Storia dell'azienda	<a href="#">70 anni: una</a>	26/09/2023	ENTJ	INTJ	26/10/2023
300	Eni	Tech	Descrizione prodotto	<a href="#">L'energia di</a>	26/09/2023	ENFP		20/11/2023
301	Eni	Tech	Descrizione prodotto	<a href="#">L'energia di</a>	26/09/2023	INTJ		20/11/2023
302	Eni	Tech	Mission / Vision statement	<a href="#">Gruppo Eni:</a>	26/09/2023	ENTJ		31/10/2023
303	Eni	Tech	Altro	<a href="#">La brand ide</a>	26/09/2023	ENFP		20/11/2023
304	Esselung	Food & Wine	Motto / Slogan campagna	<a href="#">esselung a g</a>	26/09/2023			20/11/2023
305	Esselung	Food & Wine	News/Intervista	<a href="#">"Questa pes</a>	26/09/2023	INFJ		31/10/2023
306	Motta			<a href="https://www.">https://www.</a>	26/09/2023		Video	20/11/2023
307	Esselung	Food & Wine	Descrizione prodotto	<a href="#">Il reparto fru</a>	26/09/2023	ESFP		20/11/2023
308	Esselung	Food & Wine	Descrizione prodotto	<a href="#">Il reparto de</a>	26/09/2023	ESFJ		20/11/2023
309	Esselung	Food & Wine	Descrizione prodotto	<a href="#">Provenienze</a>	26/09/2023	ISTJ		20/11/2023
310	Esselung	Food & Wine	Descrizione prodotto	<a href="#">I prodotti Es</a>	26/09/2023	ISFJ		20/11/2023
311	Esselung	Food & Wine	Descrizione prodotto	<a href="#">Il reparto ga</a>	26/09/2023	ESFP		20/11/2023
312	Esselung	Food & Wine	Descrizione prodotto		26/09/2023			20/11/2023
313	Esselung	Food & Wine	Descrizione prodotto	<a href="#">Il reparto ga</a>	26/09/2023	ENFJ		20/11/2023
314	Esselung	Food & Wine	Storia dell'azienda	<a href="#">La storia del</a>	26/09/2023	ISTJ		31/10/2023
315	Fabbri	Food & Wine	Storia dell'azienda	<a href="#">Cinque gene</a>	26/09/2023	ISTJ		20/11/2023
316	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://www.">https://www.</a>	27/09/2023	ISTP		20/11/2023
317	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://www.">https://www.</a>	27/09/2023	ESTJ		20/11/2023
318	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://it.co">https://it.co</a>	27/09/2023	ESTP		20/11/2023
319	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://www.">https://www.</a>	27/09/2023	ISFJ		20/11/2023
320	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://www.">https://www.</a>	27/09/2023	ENTJ		20/11/2023
321	Fabbri	Food & Wine	Descrizione prodotto	<a href="https://www.">https://www.</a>	27/09/2023	INFJ		20/11/2023

322	Fabbri	Food & Wine	News/Intervista	<a href="http://www.p">http://www.p</a>	27/09/2023	ENTJ			31/10/2023
323	Fastweb	Tech	Motto / Slogan carr	<a href="https://www">https://www</a>	28/09/2023	ENFJ			20/11/2023
324	Fastweb	Tech	Descrizione prodot	<a href="https://www">https://www</a>	28/09/2023	INFJ			20/11/2023
325	Fastweb	Tech	News/Intervista	<a href="https://www">https://www</a>	28/09/2023	ENTJ			20/11/2023
326	Fastweb	Tech	Mission / Vision sta	<a href="https://www">https://www</a>	28/09/2023	ENFJ			21/11/2023
327	Fastweb	Tech	Mission / Vision sta	<a href="https://www">https://www</a>	28/09/2023	ISFJ	INFJ		31/10/2023
328	Fastweb	Tech	Mission / Vision sta	<a href="https://www">https://www</a>	28/09/2023	ESFJ	ENFJ		31/10/2023
329	Fendi	Fashion	Mission / Vision sta	<a href="https://www">https://www</a>	28/09/2023	ISFJ			21/11/2023
330	Fendi	Fashion	News/Intervista	<a href="https://it.fast">https://it.fast</a>	28/09/2023	INFJ			21/11/2023
331	Fendi	Fashion	Motto / Slogan carr	<a href="https://logot">https://logot</a>	28/09/2023				
332	Fendi	Fashion	Interviste dirette / s	<a href="https://www">https://www</a>	28/09/2023	ISTJ	INTJ		31/10/2023
333	Fendi	Fashion	Storia dell'azienda	<a href="https://www">https://www</a>	28/09/2023	INTJ	ISTJ		31/10/2023
334	Fendi	Fashion	News/Intervista	<a href="https://www">https://www</a>	28/09/2023	INTJ	ISTJ		31/10/2023
335	Fendi	Fashion	Altro	<a href="https://www">https://www</a>	28/09/2023	ESTP	Quotes		21/11/2023
336	Fendi	Fashion	Altro	<a href="https://pin.it/">https://pin.it/</a>	28/09/2023		Quotes		
337	Fendi	Fashion	Altro	<a href="https://indiar">https://indiar</a>	28/09/2023	ESTJ	Quotes		21/11/2023
338	Ferragan	Fashion	Altro	<a href="https://www">https://www</a>	28/09/2023		Quotes		
339	Ferragan	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	28/09/2023	ISFP			21/11/2023
340	Ferragan	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	28/09/2023	INFJ			21/11/2023
341	Ferragan	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	28/09/2023	INTJ			21/11/2023
342	Ferragan	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	28/09/2023	ISFP			21/11/2023
343	Ferragan	Fashion	Storia dell'azienda	<a href="https://group">https://group</a>	28/09/2023	ISTJ			31/10/2023
344	Ferragan	Fashion	Iniziative sociali / c	<a href="https://fonda">https://fonda</a>	28/09/2023	INFJ			21/11/2023
345	Ferragan	Fashion	Iniziative sociali / c	<a href="https://muse">https://muse</a>	28/09/2023	INFP			21/11/2023
346	Ferrai	Automotive	Motto / Slogan carr	<a href="https://getjer">https://getjer</a>	28/09/2023				
347	Ferrai	Automotive	Motto / Slogan carr	<a href="https://it.mot">https://it.mot</a>	28/09/2023				
348	Ferrai	Automotive	Storia dell'azienda	<a href="https://www">https://www</a>	28/09/2023	ISTP			31/10/2023
349	Ferrai	Automotive	Storia dell'azienda	<a href="https://www">https://www</a>	28/09/2023	ESTP			31/10/2023
350	Ferrai	Automotive	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	INFP	ENFP		21/11/2023
351	Ferrai	Automotive	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ESTP			21/11/2023
352	Ferrai	Automotive	Motto / Slogan carr	<a href="https://getjer">https://getjer</a>	29/09/2023				
353	kinder	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ENFP	ESFP		21/11/2023
354	Ferrero	Food & Wine	Descrizione prodot	<a href="https://qualit">https://qualit</a>	29/09/2023	ISTJ	ISFJ		21/11/2023
355	Ferrero	Food & Wine	Descrizione prodot	<a href="https://qualit">https://qualit</a>	29/09/2023	ISTJ	ISFJ		21/11/2023
356	Ferrero	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ENFJ	ESFJ		21/11/2023
357	Ferrero	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ESFP	ENFP		21/11/2023
358	Ferrero	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ISFP	INFJ		21/11/2023
359	Ferrero	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ENTJ	ESTJ		21/11/2023
360	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023	ESFP	ENFP		21/11/2023
361	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023				
362	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023	ISTJ	ISFJ		21/11/2023
363	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023	ISTP	ISFP		21/11/2023
364	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023				
365	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023	ESFJ	ENFJ		21/11/2023
366	Mc Dona	Food & Wine	Altro	<a href="https://www">https://www</a>	29/09/2023	ISTJ	ISFJ		21/11/2023
367	Mc Dona	Food & Wine	Altro	<a href="https://www">https://www</a>	29/09/2023				
368	Mc Dona	Food & Wine	Motto / Slogan carr	<a href="https://bene">https://bene</a>	29/09/2023				
369	FIAT	Automotive	News/Intervista	<a href="https://www">https://www</a>	29/09/2023	ESFP			21/11/2023
370	FIAT	Automotive	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023				
371	FIAT	Automotive	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023				
372	FIAT	Automotive	Motto / Slogan carr	<a href="https://getjer">https://getjer</a>	29/09/2023				
373	FIAT	Automotive	Motto / Slogan carr	<a href="https://www">https://www</a>	29/09/2023	ISTP			21/11/2023
374	FIAT	Automotive	Descrizione prodot	<a href="https://www">https://www</a>	29/09/2023	ENFP			21/11/2023
375	Flos	Design & Fornit	Descrizione prodot	<a href="https://flos.c">https://flos.c</a>	29/09/2023	ISTJ			21/11/2023

376	Flos	Design & Fornit	Descrizione prodot	<a href="https://flos.c">https://flos.c</a>	29/09/2023	INTP		21/11/2023
377	Flos	Design & Fornit	Descrizione prodot	<a href="https://flos.c">https://flos.c</a>	29/09/2023	ISTJ		21/11/2023
378	Flos	Design & Fornit	Descrizione prodot	<a href="https://flos.c">https://flos.c</a>	29/09/2023	ISTP		21/11/2023
379	GEOX	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ESFJ		21/11/2023
380	GEOX	Design & Fornit	Altro	<a href="https://www.">https://www.</a>	29/09/2023			
381	GEOX	Design & Fornit	Storia dell'azienda	<a href="https://www.">https://www.</a>	29/09/2023	INTJ		31/10/2023
382	GEOX	Design & Fornit	Mission / Vision sta	<a href="https://www.">https://www.</a>	29/09/2023	ENTP		31/10/2023
383	GEOX	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ISFJ		21/11/2023
384	GEOX	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ISTP		21/11/2023
385	GEOX	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ESFP		21/11/2023
386	GEOX	Design & Fornit	Iniziative sociali / c	<a href="https://busin">https://busin</a>	29/09/2023	ENFJ		21/11/2023
387	GEOX	Design & Fornit	News/Intervista	<a href="https://www.">https://www.</a>	29/09/2023	ENTP		21/11/2023
388	GEOX	Design & Fornit	News/Intervista	<a href="https://youm">https://youm</a>	29/09/2023	ENFJ		31/10/2023
389	Giorgio A	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	INFP		31/10/2023
390	Giorgio A	Design & Fornit	Iniziative sociali / c	<a href="https://arma">https://arma</a>	29/09/2023	INFJ		21/11/2023
391	Giorgio A	Design & Fornit	Descrizione prodot	<a href="https://arma">https://arma</a>	29/09/2023	INFJ		31/10/2023
392	Giorgio A	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ISTP		31/10/2023
393	Giorgio A	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ISFP		31/10/2023
394	Giorgio A	Design & Fornit	Motto / Slogan carr	<a href="https://bene">https://bene</a>	29/09/2023			
395	Giorgio A	Design & Fornit	Motto / Slogan carr	<a href="https://www.">https://www.</a>	29/09/2023			
396	Giorgio A	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ESTP		31/10/2023
397	Giovanni	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023			
398	Giovanni	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	29/09/2023	ESFP		21/11/2023
399	Giovanni	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	29/09/2023	ISFJ		31/10/2023
400	Giovanni	Food & Wine	Altro	<a href="https://ram-c">https://ram-c</a>	29/09/2023	ESFJ		21/11/2023
401	Giovanni	Food & Wine	Motto / Slogan carr	<a href="https://image">https://image</a>	29/09/2023			
402	Google	Tech	Mission / Vision sta	<a href="https://about">https://about</a>	01/10/2023	ENFJ		31/10/2023
403	Google	Tech	Motto / Slogan carr	<a href="https://about">https://about</a>	01/10/2023			
404	Google	Tech	Mission / Vision sta	<a href="https://about">https://about</a>	01/10/2023	ISTJ		31/10/2023
405	Google	Tech	Descrizione prodot	<a href="https://about">https://about</a>	01/10/2023	ESTJ		21/11/2023
406	Google	Tech	News/Intervista	<a href="https://about">https://about</a>	01/10/2023	ENFP		31/10/2023
407	Google	Tech	Motto / Slogan carr	<a href="https://www.">https://www.</a>	01/10/2023	ISFJ		31/10/2023
408	Google	Tech	Descrizione prodot		01/10/2023	ENTJ		21/11/2023
409	Gucci	Fashion	Motto / Slogan carr	<a href="https://www.">https://www.</a>	01/10/2023			
410	Gucci	Fashion	Motto / Slogan carr	<a href="https://image">https://image</a>	01/10/2023			
411	Gucci	Fashion	Motto / Slogan carr	<a href="https://it.m.w">https://it.m.w</a>	01/10/2023			
412	Gucci	Fashion	Storia dell'azienda	<a href="https://www.">https://www.</a>	01/10/2023	INFJ	INTJ	31/10/2023
413	Gucci	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISFP		21/11/2023
414	Gucci	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	INFJ		21/11/2023
415	Gucci	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ESTP		21/11/2023
416	Hausbrar	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISFP		21/11/2023
417	Hausbrar	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		21/11/2023
418	Hausbrar	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTP		21/11/2023
419	Hausbrar	Food & Wine	Mission / Vision sta	<a href="https://www.">https://www.</a>	03/10/2023	INFJ		21/11/2023
420	Hausbrar	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISFP		21/11/2023
421	Hausbrar	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		31/10/2023
422	Hausbrar	Food & Wine	Altro	<a href="https://www.">https://www.</a>	03/10/2023	ESFP		31/10/2023
423	Hausbrar	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	INFJ		21/11/2023
424	Heineker	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		21/11/2023
425	Heineker	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ENFP		21/11/2023
426	Heineker	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ENTP		21/11/2023
427	Heineker	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ESFP		31/10/2023
428	Heineker	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023			
429	Heinz	Food & Wine	Motto / Slogan carr	<a href="http://www.g">http://www.g</a>	03/10/2023	ESFP		21/11/2023

430	Heinz	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		21/11/2023
431	Heinz	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ESTP		21/11/2023
432	Heinz	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023	ENFP		31/10/2023
433	Heinz	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023	ENFP		31/10/2023
434	Heinz	Food & Wine	Motto / Slogan carr	<a href="https://en.wi">https://en.wi</a>	03/10/2023	INFP		31/10/2023
435	Heinz	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023	INTP		31/10/2023
436	Heinz	Food & Wine	Motto / Slogan carr	<a href="https://en.wi">https://en.wi</a>	03/10/2023	ENFP	ENTJ	31/10/2023
437	Honda	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	INTJ		21/11/2023
438	Honda	Automotive	Motto / Slogan carr	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		31/10/2023
439	Honda	Automotive	Motto / Slogan carr	<a href="https://getje">https://getje</a>	03/10/2023			
440	Honda	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ	INTJ	31/10/2023
441	Honda	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISFJ	ESFJ	31/10/2023
442	Honda	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	03/10/2023	INTJ	ENTJ	31/10/2023
443	Huawei	Tech	Mission / Vision sta	<a href="https://www.">https://www.</a>	03/10/2023	INTJ	ENTJ	31/10/2023
444	Huawei	Tech	Mission / Vision sta	<a href="https://logot">https://logot</a>	03/10/2023	ENTJ		21/11/2023
445	Huawei	Tech	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	INTJ	INFJ	31/10/2023
446	Huawei	Tech	Descrizione prodot	<a href="https://consu">https://consu</a>	03/10/2023			
447	IKEA	Design & Fornit	Mission / Vision sta	<a href="https://www.">https://www.</a>	03/10/2023	INFJ	ENFJ	31/10/2023
448	IKEA	Design & Fornit	Mission / Vision sta	<a href="https://www.">https://www.</a>	03/10/2023	INFJ		21/11/2023
449	IKEA	Design & Fornit	Storia dell'azienda	<a href="https://www.">https://www.</a>	03/10/2023	INTJ		21/11/2023
450	IKEA	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		21/11/2023
451	IKEA	Design & Fornit	Iniziative sociali / c	<a href="https://www.">https://www.</a>	03/10/2023	INFJ		21/11/2023
452	IKEA	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ENFP		21/11/2023
453	IKEA	Design & Fornit	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ	ESTJ	21/11/2023
454	IKEA	Design & Fornit	News/Intervista	<a href="https://www.">https://www.</a>	03/10/2023	ENFP		31/10/2023
455	ILLIAD	Tech	Motto / Slogan carr	<a href="https://corpo">https://corpo</a>	03/10/2023	ISFJ		31/10/2023
456	ILLIAD	Tech	Mission / Vision sta	<a href="https://corpo">https://corpo</a>	03/10/2023	ENTJ		31/10/2023
457	ILLIAD	Tech	Altro	<a href="https://corpo">https://corpo</a>	03/10/2023	ENFJ		31/10/2023
458	ILLIAD	Tech	News/Intervista	<a href="https://www.">https://www.</a>	03/10/2023	ENFP	ENTP	31/10/2023
459	ILLIAD	Tech	News/Intervista	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ		31/10/2023
460	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	03/10/2023	ISTJ	INTJ	21/11/2023
461	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	INFJ	ENFJ	21/11/2023
462	ILLY CAF	Food & Wine	News/Intervista	<a href="https://www.">Il nuovo spo</a>	04/10/2023	ISFJ		21/11/2023
463	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">Dal 1933 il s</a>	04/10/2023	INFJ	ENFJ	21/11/2023
464	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	INTJ	ENTJ	21/11/2023
465	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	ENFJ	INFJ	21/11/2023
466	ILLY CAF	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	INFJ	ENFJ	21/11/2023
467	ILLY CAF	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	ISTJ	ISFJ	21/11/2023
468	INVICTA	Fashion	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	ISTP	ESTP	21/11/2023
469	INVICTA	Fashion	Storia dell'azienda	<a href="https://www.">https://www.</a>	04/10/2023	ENFP		31/10/2023
470	INVICTA	Fashion	News/Intervista	<a href="https://mole2">https://mole2</a>	04/10/2023	ISTJ		31/10/2023
471	INVICTA	Fashion	News/Intervista	<a href="https://comu">https://comu</a>	04/10/2023	ESTP		31/10/2023
472	ITA airwa	Tourism & Trans	Motto / Slogan carr	<a href="https://www.">https://www.</a>	04/10/2023	INFJ		31/10/2023
473	ITA airwa	Tourism & Trans	Motto / Slogan carr	<a href="https://www.">https://www.</a>	04/10/2023	ISFJ		31/10/2023
474	ITA airwa	Tourism & Trans	Motto / Slogan carr	<a href="https://www.">https://www.</a>	04/10/2023	ISTJ	INTJ	31/10/2023
475	ITA airwa	Tourism & Trans	News/Intervista	<a href="https://www.">https://www.</a>	04/10/2023	ENFP	ISTJ	31/10/2023
476	ITA airwa	Tourism & Trans	News/Intervista	<a href="https://www.">https://www.</a>	04/10/2023	ENTP		31/10/2023
477	IVECO	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	04/10/2023	ISTJ		31/10/2023
478	IVECO	Automotive	News/Intervista	<a href="https://www.">https://www.</a>	04/10/2023	ESTJ		31/10/2023
479	JAGUAR	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	ISTJ	INTJ	21/11/2023
480	JAGUAR	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	ISTP	INTJ	21/11/2023
481	JAGUAR	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	04/10/2023	INFP		21/11/2023
482	JAGUAR	Automotive	Motto / Slogan carr	<a href="https://www.">https://www.</a>	04/10/2023			
483	JAGUAR	Automotive	News/Intervista	<a href="https://www.">https://www.</a>	04/10/2023	ESTP	ENTJ	31/10/2023

484	JAGUAR	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		21/11/2023
485	JAGUAR	Automotive	Altro	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ		31/10/2023
486	KINDER	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		31/10/2023
487	KINDER	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP		21/11/2023
488	KINDER	Food & Wine		<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		21/11/2023
489	KINDER	Food & Wine	News/Intervista	<a href="https://ilfatto">https://ilfatto</a>	05/10/2023	INTJ	ISTJ	31/10/2023
490	KINDER	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	INFP		31/10/2023
491	KINDER	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		21/11/2023
492	L'erbolari	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		21/11/2023
493	L'erbolari	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		21/11/2023
494	L'erbolari	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESTP		21/11/2023
495	L'erbolari	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ		21/11/2023
496	L'erbolari	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INTJ		21/11/2023
497	L'erbolari	Beauty	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		31/10/2023
498	Lavazza	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP		21/11/2023
499	Lavazza	Food & Wine	Storia dell'azienda	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ	INTJ	31/10/2023
500	Lavazza	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFJ		21/11/2023
501	Lavazza	Food & Wine	News/Intervista	<a href="https://ecom">https://ecom</a>	05/10/2023	ENTP	ESTJ	02/11/2023
502	Lavazza	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023			21/11/2023
503	Lavazza	Food & Wine	Altro	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		02/11/2023
504	LEGO	Other	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENFP		21/11/2023
505	LEGO	Other	Storia dell'azienda	<a href="https://bellev">https://bellev</a>	05/10/2023	ISTJ		02/11/2023
506	LEGO	Other	Motto / Slogan carr	<a href="https://bellev">https://bellev</a>	05/10/2023	ENFJ		21/11/2023
507	LEGO	Other	Mission / Vision sta	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		02/11/2023
508	LEGO	Other	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		02/11/2023
509	LEGO	Other	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		21/11/2023
510	LENOVO	Tech	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESTJ		02/11/2023
511	LENOVO	Tech	Storia dell'azienda	<a href="https://root-r">https://root-r</a>	05/10/2023	ISTJ	INTJ	02/11/2023
512	LENOVO	Tech	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023			
513	LENOVO	Tech	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESTP	ENFP	21/11/2023
514	LENOVO	Tech	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ		21/11/2023
515	LETE	Food & Wine	Motto / Slogan carr	no link	05/10/2023			
516	LETE	Food & Wine	Motto / Slogan carr	<a href="https://acqu">https://acqu</a>	05/10/2023	ISFJ		21/11/2023
517	LETE	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	ENFP		02/11/2023
518	LETE	Food & Wine	Descrizione prodot	<a href="https://acqu">https://acqu</a>	05/10/2023	ISFJ		21/11/2023
519	LETE	Food & Wine	Descrizione prodot	<a href="https://acqu">https://acqu</a>	05/10/2023	ISFP		21/11/2023
520	LIDL	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		21/11/2023
521	LIDL	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ		21/11/2023
522	LIDL	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		21/11/2023
523	LIDL	Food & Wine	Mission / Vision sta	<a href="https://lavoro">https://lavoro</a>	05/10/2023	ESTJ	ESFJ	02/11/2023
524	LIDL	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	ESTJ	02/11/2023
525	LIDL	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	ESTJ	02/11/2023
526	LINDT	Food & Wine	Motto / Slogan carr	<a href="https://opinio">https://opinio</a>	05/10/2023			22/11/2023
527	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENFJ		22/11/2023
528	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	ESTJ	22/11/2023
529	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP	ESFP	02/11/2023
530	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ	ESFJ	02/11/2023
531	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	INTJ	22/11/2023
532	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INFP	ENFP	02/11/2023
533	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP	ESFP	02/11/2023
534	LINDT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ	ISTJ	02/11/2023
535	Lush	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENFP	ESFP	22/11/2023
536	Lush	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		22/11/2023
537	Lush	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ		02/11/2023

538	Lush	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENFP	ESFP	02/11/2023
539		Beauty						
540	Lush	Beauty	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP	INFP	02/11/2023
541	Lush	Beauty	Storia dell'azienda	<a href="https://wear.">https://wear.</a>	05/10/2023	INFP	INFJ	02/11/2023
542	Luxottica	Other	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ	INTJ	02/11/2023
543	Luxottica	Other	Motto / Slogan carr	slogan	05/10/2023			
544	MARTINI	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	INTJ	
545	MARTINI	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ	ISTJ	02/11/2023
546	MARTINI	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENFP	ESTP	02/11/2023
547	MARTINI	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023			
548	MARTINI	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	ESFP	ISFP	02/11/2023
549	MARTINI	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP	ENFP	22/11/2023
550	MASERA	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ	INTJ	22/11/2023
551	MASERA	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INFJ	ISFJ	22/11/2023
552	MASERA	Automotive	Altro	<a href="https://www.">https://www.</a>	05/10/2023	ISFJ	ISTJ	02/11/2023
553	MASERA	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ		02/11/2023
554	MASERA	Automotive	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	INFP	ENFP	02/11/2023
555	MASERA	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESTP	ENTP	22/11/2023
556	MAZDA	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	05/10/2023	ESTJ	ENTJ	02/11/2023
557	MAZDA	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	05/10/2023	ISFP	ISTP	02/11/2023
558	MAZDA	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISFP	ISTP	02/11/2023
559	MAZDA	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	INTJ	22/11/2023
560	MAZDA	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	05/10/2023	ENFJ		02/11/2023
561	MAZDA	Automotive	Motto / Slogan carr	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		02/11/2023
562	MERCEC	Automotive	Altro	<a href="https://www.">https://www.</a>	05/10/2023	INTJ		02/11/2023
563	MERCEC	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESTP	ENTJ	02/11/2023
564	MERCEC	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ	ESTP	02/11/2023
565	MERCEC	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ENTJ		02/11/2023
566	MERCEC	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ESFP		02/11/2023
567	MERCEC	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INFJ		02/11/2023
568	MERCEC	Automotive	News/Intervista	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ	ESTJ	02/11/2023
569	MICHELI	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTP		23/11/2023
570	MICHELI	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	INTJ		23/11/2023
571	MICHELI	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	05/10/2023	ISTJ		23/11/2023
572	MICHELI	Automotive	News/Intervista	<a href="https://esser.">https://esser.</a>	05/10/2023	ISTP		02/11/2023
573	MOLESK	Fashion	Storia dell'azienda	<a href="https://www.">https://www.</a>	09/10/2023	ISFP		23/11/2023
574	MOLESK	Fashion	Storia dell'azienda	<a href="https://www.">https://www.</a>	09/10/2023	INFJ		23/11/2023
575	MOLESK	Fashion	Altro	<a href="https://www.">https://www.</a>	09/10/2023	INFJ		02/11/2023
576	MOLESK	Fashion	Motto / Slogan carr	<a href="https://www.">https://www.</a>	09/10/2023	INFJ		02/11/2023
577	MONCLE	Fashion	Motto / Slogan carr	<a href="https://www.">https://www.</a>	09/10/2023	ENFP		02/11/2023
578	MONCLE	Fashion	Motto / Slogan carr	<a href="https://www.">https://www.</a>	09/10/2023	ENFP		02/11/2023
579	MONCLE	Fashion	Storia dell'azienda	<a href="https://www.">https://www.</a>	09/10/2023	ESTJ		02/11/2023
580	MONCLE	Fashion	News/Intervista	<a href="https://lagaz.">https://lagaz.</a>	09/10/2023	ENTJ		22/10/2023
581	MONTEN	Food & Wine	Storia dell'azienda	<a href="https://www.">https://www.</a>	09/10/2023	ISTJ	ESTJ	02/11/2023
582	MONTEN	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	09/10/2023	ISTJ		23/11/2023
583	MONTEN	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	09/10/2023	ESFJ		22/11/2023
584	MONTEN	Food & Wine	News/Intervista	<a href="https://www.">https://www.</a>	09/10/2023	ENFP		02/11/2023
585	MORETT	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	09/10/2023	ESFP		02/11/2023
586	MORETT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	09/10/2023	ESFP		02/11/2023
587	MORETT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	09/10/2023	ESTP		23/11/2023
588	MORETT	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	09/10/2023	ISTJ		23/11/2023
589	MOROSC	Design & Fornit	Descrizione prodot	<a href="https://moro.">https://moro.</a>	09/10/2023	ENFP		23/11/2023
590	MOROSC	Design & Fornit	Storia dell'azienda	<a href="https://moro.">https://moro.</a>	09/10/2023	INTJ		23/11/2023
591	MOROSC	Design & Fornit	Descrizione prodot	<a href="https://moro.">https://moro.</a>	09/10/2023	ENFJ		23/11/2023

592	MOROSCO	Design & Fornit	Descrizione prodot	<a href="https://moro">https://moro</a>	09/10/2023	ISTP		23/11/2023
593	MOROSCO	Design & Fornit	Descrizione prodot	<a href="https://moro">https://moro</a>	09/10/2023	INFJ		23/11/2023
594	MOROSCO	Design & Fornit	Descrizione prodot	<a href="https://moro">https://moro</a>	09/10/2023	ISTJ		23/11/2023
595	MULINO	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	09/10/2023	ISFP	INFP	02/11/2023
596	MULINO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	09/10/2023	ISFP	INFP	02/11/2023
597	MULINO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	09/10/2023			
598	MULINO	Food & Wine	News/Intervista	<a href="https://www">https://www</a>	09/10/2023	ESFJ		22/11/2023
599	MULINO	Food & Wine	Altro	<a href="https://aforis">https://aforis</a>	09/10/2023			02/11/2023
600	NESPRESSO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISFJ	ISTJ	02/11/2023
601	NESPRESSO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISFP	INFJ	02/11/2023
602	NESPRESSO	Food & Wine	Altro	<a href="https://nestle">https://nestle</a>	10/10/2023	ESFP		23/11/2023
603	NESPRESSO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	23/11/2023
604	NESPRESSO	Food & Wine	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	23/11/2023
605	NESPRESSO	Food & Wine	News/Intervista	<a href="https://mark">https://mark</a>	10/10/2023	ISTJ	ESTJ	02/11/2023
606	NESPRESSO	Food & Wine	News/Intervista	<a href="https://mark">https://mark</a>	10/10/2023	ISTJ	INTJ	02/11/2023
607	Nestlè	Food & Wine	Storia dell'azienda	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	02/11/2023
608	Nestlè	Food & Wine	Mission / Vision sta	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	02/11/2023
609	Nestlè	Food & Wine	Iniziative sociali / c	<a href="https://www">https://www</a>	10/10/2023	ISFJ	ESFJ	23/11/2023
610	Nestlè	Food & Wine	Altro	<a href="https://www">https://www</a>	10/10/2023	ESTJ		23/11/2023
611	Nexi	Tech	Mission / Vision sta	<a href="https://www">https://www</a>	10/10/2023	ISTJ		23/11/2023
612	Nexi	Tech	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023			
613	Nexi	Tech	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	INTJ		23/11/2023
614	Nexi	Tech	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	23/11/2023
615	NICE	Tech	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTJ	INTJ	23/11/2023
616	NICE	Tech	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTP	ESTP	23/11/2023
617	NICE	Tech	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTJ	ESTJ	23/11/2023
618	NICE	Tech	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023	ISTJ		23/11/2023
619	NICE	Tech	Motto / Slogan carr		10/10/2023			
620	OVS	Fashion	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023			
621	OVS	Fashion	News/Intervista	<a href="https://www">https://www</a>	10/10/2023	ENFJ		02/11/2023
622	OVS	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ESFJ		02/11/2023
623	OVS	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISFP		23/11/2023
624	OVS	Fashion	News/Intervista	<a href="https://www">https://www</a>	10/10/2023	INFJ		02/11/2023
625	NIKE	Fashion	Mission / Vision sta	<a href="https://jobs.r">https://jobs.r</a>	10/10/2023	ENFJ		02/11/2023
626	NIKE	Fashion	Mission / Vision sta	<a href="https://jobs.r">https://jobs.r</a>	10/10/2023	ESFP		02/11/2023
627	NIKE	Fashion	Mission / Vision sta	<a href="https://jobs.r">https://jobs.r</a>	10/10/2023	ESTP		02/11/2023
628	NIKE	Fashion	Mission / Vision sta	<a href="https://www">https://www</a>	10/10/2023	INFP		02/11/2023
629	NIKE	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ESTJ		02/11/2023
630	NIKE	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	INFP		02/11/2023
631	NIVEA	Fashion	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023	ISTJ		02/11/2023
632	NIVEA	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ISTP		23/11/2023
633	NIVEA	Fashion	Descrizione prodot	<a href="https://www">https://www</a>	10/10/2023	ESTJ		23/11/2023
634	NIVEA	Fashion	News/Intervista	<a href="https://www">https://www</a>	10/10/2023	INFJ		23/11/2023
635	NIVEA	Fashion	Motto / Slogan carr	<a href="https://logote">https://logote</a>	10/10/2023			
636	PARMAL	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023	ISTJ		23/11/2023
637	PARMAL	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023	INFP		23/11/2023
638	PARMAL	Food & Wine	Mission / Vision sta	<a href="https://www">https://www</a>	10/10/2023	ISTP		23/11/2023
639	PARMAL	Food & Wine	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023	ENTJ		23/11/2023
640	PayPal	Tech	Mission / Vision sta	<a href="https://about">https://about</a>	10/10/2023	ENFJ		02/11/2023
641	PayPal	Tech	Motto / Slogan carr	<a href="https://world">https://world</a>	10/10/2023			23/11/2023
642	PayPal	Tech	Motto / Slogan carr	<a href="https://inves">https://inves</a>	10/10/2023	ENTJ		02/11/2023
643	PayPal	Tech	Motto / Slogan carr	<a href="https://www">https://www</a>	10/10/2023			
644	PayPal	Tech	Motto / Slogan carr	<a href="https://bene">https://bene</a>	10/10/2023			
645	PERONI	Food & Wine	Motto / Slogan carr	<a href="https://peron">https://peron</a>	11/10/2023	ESFJ		02/11/2023



646	PERONI	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	11/10/2023	ISTJ		02/11/2023
647	PERONI	Food & Wine	News/Intervista	<a href="https://branc">https://branc</a>	11/10/2023	ESTP		02/11/2023
648	PERONI	Food & Wine	Descrizione prodot	<a href="https://peron">https://peron</a>	12/10/2023	ISTJ		23/11/2023
649	PERONI	Food & Wine	Descrizione prodot	<a href="https://peron">https://peron</a>	12/10/2023			
650	PERONI	Food & Wine	Descrizione prodot	<a href="https://peron">https://peron</a>	12/10/2023			
651	PERONI	Food & Wine	Descrizione prodot	<a href="https://peron">https://peron</a>	12/10/2023			
652	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
653	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
654	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
655	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
656	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
657	Perugina	Food & Wine	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			
658	Perugina	Food & Wine	Motto / Slogan carr	<a href="https://it.wiki">https://it.wiki</a>	12/10/2023			
659	Perugina	Food & Wine	Motto / Slogan carr	<a href="https://www.">https://www.</a>	12/10/2023			
660	PEUGEOT	Automotive	Motto / Slogan carr	<a href="https://it.wiki">https://it.wiki</a>	12/10/2023			
661	PEUGEOT	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023	INTJ		02/11/2023
662	PEUGEOT	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023	INTJ	ENTJ	02/11/2023
663	PEUGEOT	Automotive	Mission / Vision sta	<a href="https://www.">https://www.</a>	12/10/2023	INFP	ENFP	02/11/2023
664	PEUGEOT	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	12/10/2023	ISTJ		02/11/2023
665	PEUGEOT	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	12/10/2023	ISTJ		02/11/2023
666	PEUGEOT	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	12/10/2023	ISTJ		02/11/2023
667	PEUGEOT	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023			23/11/2023
668	PEUGEOT	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	12/10/2023			23/11/2023
669	PEUGEOT	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	12/10/2023	ENTP		02/11/2023
670	PEUGEOT	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	12/10/2023	ENFP		02/11/2023
671	PIAGGIO	Automotive	Motto / Slogan carr	<a href="https://www.">https://www.</a>	13/10/2023	ISFJ		02/11/2023
672	PIAGGIO	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	13/10/2023	ESTJ		02/11/2023
673	PIAGGIO	Automotive	Storia dell'azienda	<a href="https://www.">https://www.</a>	13/10/2023	ESTP	ENTJ	02/11/2023
674	PIAGGIO	Automotive	Descrizione prodot	<a href="https://www.">https://www.</a>	13/10/2023			
675								
676	PepsiCo		Descrizione prodot	<a href="https://www.">https://www.</a>	16/11/2023	ISTJ		16/11/2023
677	PepsiCo		Mission / Vision sta	<a href="https://www.">https://www.</a>	16/11/2023	ENTJ		16/11/2023
678	PepsiCo		Iniziative sociali / ci	<a href="https://www.">https://www.</a>	16/11/2023	INFJ		16/11/2023
679	PepsiCo		Descrizione prodot	<a href="https://www.">https://www.</a>	16/11/2023	ENFJ		16/11/2023
680	Dr. Pepp		Storia dell'azienda	<a href="https://www.">https://www.</a>	16/11/2023	ISTP		16/11/2023
681	Dr. Pepp		News/Intervista	<a href="https://editio">https://editio</a>	16/11/2023	ISTP	ISTJ	16/11/2023
682	Dr. Pepp		Storia dell'azienda	<a href="https://www.">https://www.</a>	16/11/2023	ISTP	ISTJ	16/11/2023
683	Dr. Pepp		Descrizione prodot	<a href="https://www.">https://www.</a>	16/11/2023	ESTP	ESTJ	16/11/2023
684	Dr. Pepp		News/Intervista	<a href="https://www.">https://www.</a>	16/11/2023	ENTJ		16/11/2023
685	Persil		Iniziative sociali / ci	<a href="https://www.">https://www.</a>	16/11/2023	ENFP		16/11/2023
686	Persil		Iniziative sociali / ci	<a href="https://www.">https://www.</a>	16/11/2023	ISTJ		16/11/2023
687	Persil		Storia dell'azienda	<a href="https://www.">https://www.</a>	16/11/2023	ISTP		16/11/2023
688	Persil		News/Intervista	<a href="https://www.">https://www.</a>	16/11/2023	ENTJ		16/11/2023
689	Persil		Descrizione prodot	<a href="https://www.">https://www.</a>	16/11/2023	ISTJ		16/11/2023