

Enhancing the Customer Brand Engagement through Brand Authenticity and Marketing Agility

Theoretical Analysis, Conceptual Framework and Research Agenda

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Abstract

This paper aims, on one hand, at determining the nature of the relationship between brand authenticity and customer brand engagement, and identifying, on the other hand, that relationship between brand authenticity and marketing agility. Also, this paper investigates the relationship between marketing agility and customer brand engagement using theoretical analysis.

In so doing, the researcher used many secondary data and relied on obtaining them on various sources and analyzed them using many appropriate analytical methods.

A number of results were realized. For example, brand authenticity impacts on customer brand engagement positively. Also, brand authenticity has a positive impact on marketing agility and Marketing agility has a positive impact on customer brand engagement.

The paper also introduced four formulated research propositions and planned research methodology for thorough real data-driven testing followed by refining of the conceptual model's recommended intelligentsia.

Keywords: Customer Brand Engagement, Brand Authenticity, Marketing Agility

تعزيز مشاركة العلامة التجارية للعملاء من خلال أصالة العلامة التجارية: الدور الوسيط للمرونة
التسويقية ، تحليل نظري وإطار مفاهيمي

المخلص :

تهدف هذه الورقة من ناحية إلى تحديد طبيعة العلاقة بين أصالة العلامة التجارية ومشاركة العلامة التجارية للعملاء، ومن ناحية أخرى تحديد العلاقة بين أصالة العلامة التجارية والمرونة التسويقية، كما تبحث هذه الورقة أيضاً في العلاقة بين المرونة التسويقية ومشاركة العلامة التجارية للعملاء باستخدام التحليل النظري.

وقد استخدم الباحثون في ذلك العديد من البيانات الثانوية، واعتمدوا في الحصول عليها على مصادر مختلفة وقاموا بتحليلها باستخدام العديد من الأساليب التحليلية المناسبة.

وقد تم تحقيق عدد من النتائج منها على سبيل المثال، تؤثر أصالة العلامة التجارية مشاركة العلامة التجارية للعملاء بشكل إيجابي، كما أن لأصالة العلامة التجارية تأثيراً إيجابياً على المرونة التسويقية، كما أن للمرونة التسويقية تأثيراً إيجابياً على مشاركة العلامة التجارية للعملاء.

قدمت الورقة أيضاً أربعة مقترحات بحثية مصاغة بطريقة منهجية مخططة لإجراء اختبار حقيقي شامل يعتمد على البيانات، وبالتالي تحسين فهم الكتاب والممارسين للنموذج المفاهيمي للبحث.

الكلمات المفتاحية: مشاركة العلامة التجارية للعملاء، أصالة العلامة التجارية، المرونة التسويقية.

1- Introduction:

The increasing relevance between the concept of brand authenticity (BA) and the marketing discipline has gained research interest. This is best expressed in the statement “seeking authenticity by the customer is a keystone of marketing in the present time” (Brown et al., 2003). Moreover, the customers’ role in brand engagement has been examined, which has been considered crucial to the success of a brand (Newman & Dhar, 2014). The definition of destination brand authenticity indicates the degree to which customers identify destination brand as being true to itself (continuous), faithful to the customer (credible), accountable (honest) and valuable in allowing them to be who they are (symbolic). To exemplify, several destinations deploy technologies, as virtual reality, to show they are authentic and strengthen their connections with customers (Morhart et al., 2015).

Marketing agility (MA), therefore, arose as an innovative exemplar of meta-dynamic capability. It consists of unique capabilities. These include market perception, flexibility, responsiveness, and speed that enable businesses to swiftly adapt by adjusting their marketing strategies to possibilities in a changing environment. (Zhou et al., 2019). However, marketing agility, the focus of this research, has attracted less attention than it deserves (Poolton, 2006). Also, some scholars consider agility to be a critical dynamic skill (Blome et al., 2013) due to the fact that it is a higher-order skill that " makes it possible for businesses to acquire, integrate, and reposition resources to improve their dynamic competitive standing" (Vickery et al., 2010).

The concept of customer engagement became very powerful in the current literature of marketing. It is a new approach which fosters brand relationships with customers (Gligor et al., 2019). Nevertheless, the perceived brand authenticity (PBA) role in predicting customer engagement with brands still needs to be studied. It is now necessary for brand managers to recognise how PBA engages customers in a meaningful and integrated way, basically because of numerous benefits (customer loyalty) provided to companies by brand engagement. Conversely, this paper raises the question whether PBA can create customer brand engagement (CBE) which can

eventually result in positive customer reviews to the brand (Kumar & Kaushik, 2022).

Most studies of use and satisfaction have essentially presumed that satisfaction is a persistent phenomenon which arises from preexistent needs (Sundar and Limperos, 2013). Yet, meeting the current needs of the customer could be inadequate to constantly attract and retain customers. In today's business environment, which is turbulent and competitive, engagement cannot be guaranteed even with high-quality content and interactive components. Rather, companies must be flexible in adapting to unexpected changes in the market. Advances in information technology infrastructures (the Internet of Things [IoT] and big data analytics) have provided companies with the opportunity to collect and analyze customer data in order to foresee their future purchasing patterns. Therefore, companies are expected to not only meet the customers' stated needs, but also to proactively react to changes in their preferences in return for their personal data and privacy (Chuah et al., 2018). Therefore, the objective of this research is to propose the conceptual model to represent the relationship between brand authenticity (BA), Marketing agility (MA) and customer brand engagement (CBE). The conceptual model could be used for further research empirically. The result would explore the linkage between the research variables. It should encourage companies to have authenticity and agility in a future position.

2- Theoretical Background:

The critical and analytical literature review would cover three main research streams and venues; brand authenticity, Marketing Agility, Customer Brand Engagement

2/1-Brand Authenticity:

The concept of perceived brand authenticity (PBA) has caught the attention of many marketers and researchers in modern times. PBA refers to customers' perception of a brand that appears genuine. PBA is defined as "the extent to which a brand is considered genuine and authentic and, indicating it is distinctive and non-imitative, and consistent with its claims (Safeer et al., 2021; Sodergren, 2021).

Approaches authenticity are clearly various. However, several characteristics show consistencies in literature. First, being 'authentic' means to be 'faithful' and 'genuine' to oneself. On personal level, this means to be 'genuine. Thus, there must be a motivation powered by actual thoughts and feelings (Kennick, 1985; Moulard, Raggio & Folse, 2016). Second, brand authenticity, as a socially constructed concept, resides in the mind of the customer. That said, brand authenticity is defined as a subjective concept (Gundlach & Neville, 2012). To rephrase it, brand authenticity mirrors how consumers perceive brand behaviour. Third, brand authenticity provides the consumers with the benefits of self-identity. Thus, developing brand authenticity may provoke consumer-brand relations (Schallehn et al., 2014).

Outside of the branding context, authenticity has been also explored. Beverland et.al (2008) explored authenticity in advertising and how brands authenticity is communicated through advertising. Scholars agree that brands authenticity is diminished by some factors. These are the excessive commercialization and mainstream and commonly used marketing tools and activities. Advertising makes it suitable for brands that are too commercialized to be authentic. Therefore, brands are challenged to advertise their brands and stay authentic (Beverland & Luxton, 2005; Beverland et al., 2008; Fine, 2003). In a similar manner, direct selling, as defined by Fine (2003), has a negative influence on authenticity cues. The efficacy of advertising, as marketing tool which can deliver messages to an overwhelming number of customers, cannot be neglected. Thus, Beverland et.al (2008) explored how advertising can be employed without affecting the brand's authenticity perception badly. They proposed that authenticity perceptions are to be supported in an indirect way through advertising. Besides, audience, being diverse, must be classified according to the definition and perception of authenticity by each segment.

Fritz et.al (2017) said that the claim for authentic brands would be constantly discernible. The increasing pressure to meet this claim pushed the academics to recognize how perceived brand authenticity can be impacted. Authenticity is mostly sought during times of change and uncertainty when consumers require trustworthy things which show steadiness. Fritz et.al (2017) recognized various brand authenticity which are closely connected to

the history of a brand. Besides, they gave a definition of brand authenticity as a 'subjective construction which includes brand involvement as a moderator variable'. Their study concluded that there are some variables which could affect brand authenticity which would in turn affect the relationship quality and the behavioural intentions of the customer in a positive way.

It is advised that brand should be distinguished from its peers through intangible brand associations. Brand authenticity helps build a unique brand image (Beverland & Farrelly, 2010; Bruhn et al., 2012). There are some similarities between brand authenticity and other brand-related constructs. It is significant to differentiate brand authenticity from brand image, brand satisfaction, brand trust, brand heritage, integrity, and brand personality.

First, brand authenticity differs from brand image where the former is envisaged as an image of the latter. Brand authenticity, as a brand association, shape brand image which the consumers hold in their memories and can influence their behaviour and attitudes towards the brand. Consequently, authentic brands are thought to have a favourable brand image that would lead to higher brand equity levels (Bruhn et al., 2012; Keller, 1993; Lu et al., 2015).

Second, brand authenticity and brand satisfaction are not on placed on one par. Customer satisfaction depends on the real consumption of the offerings of a brand, while perceptions of brand authenticity do not (Bruhn et al., 2012).

Third, the customers' confidence in the brand builds up a trust in the brand. which results from assessing both the physical and tangible features of the brand products. Yet, brand authenticity is not the same as the brand trust. Authenticity is connected with consuming the brand symbolically rather than physically. The latter renders the focus of the brand authenticity primarily on the intangible aspects of the brand (Aaker, 1997; Napoli et al., 2014).

Fourth, brand authenticity and brand heritage are similar to each other. Bothe concepts include continuity, consistency, historic values, and longevity (Beverland & Luxton, 2005; Hakala et al., 2011; Moulard et al., 2016). However, authenticity is featured with further elements then brand

heritage including sincerity, credibility, and integrity. These make authentic brands less concerned with financial gains and commercialization (Beverland, 2005; Beverland & Farrelly, 2010; Holt, 2002, Mohart et al., 2015; Napoli et al., 2014).

Fifth, another concept which should be differentiated from brand authenticity is ‘credibility’. While it is true that both concepts are connected with trustworthiness and reliability of the brand, a credible product is not necessarily authentic. On contrary, an authentic product is clearly ‘credible’, That is because of either the overemphasizing concern with profits or lack of culture. (Mohart et al., 2015; Napoli et al., 2014).

Finally, brand personality is primarily concerned with assigning human characteristics to the brand. Aaker (1997) has already explored several dimensions of this concept. Given that sincerity is an antecedent of brand authenticity, brand authenticity can be seen as a dimension of brand personality.

PBA dimensions are “continuity”, “credibility”, “integrity” and “symbolism” (Morhart et al., 2015). These dimensions are definable as follows:

- **Continuity:** this dimension reflects the persistence, accuracy, and the brand ability to surpass trends.... the history and stability of the brand over time (Guevremont & Grohmann, 2018).
- **Credibility:** this indicates the brand being willing and able to carry out its promises. The brand’s obviousness and sincerity towards the customer and its willingness and ability to meet their demands. (Morhart et al., 2015).
- **Integrity:** integrity is ¹supposedly associated with displaying moral purity and honesty of the brand together with responsibility (Beverland and Farrelly, 2010).
- **Symbolism:** symbolism represents the way customers determine who they are, as represented through symbols (Chen et al., 2020).

2/2- Marketing Agility:

Marketing agility means responding to changing customer needs and expectations and flexibly aligning objectives and resources accordingly. Scholars also define marketing agility as the firm's ability to reconfigure its marketing efforts in the short term, adapt quickly to changing market conditions and meet market needs more effectively (Gomes et al., 2020; Moi, L., & Cabiddu, 2021).

In management, agility can be distinguished from usual management practices. Thus, Barlow et al. (2011) argue that agile methodologies seek to manage the needs as well as the necessities of the customers with persistent adaption aided by short-term development cycles described as “iterations”. Also, collaborative work with both teams and stakeholders is an essential agility philosophy to guarantee learning and relearning, establishing operative and first-rate projects, and maintaining commitment as well as motivation on the team (Saddington, 2012). Digitalisation and the engagement of the customers with the organisation has become clearly discernible. As a result, marketing became accomplished to the experience of customer through the buyer’s journey (Brink et al., 2016).

From marketing viewpoint, rather than simply following a predetermined marketing strategy, more attention should be given to consumers and sales targets with swift repetitious projects with lesser experiments, as well as development which depends on testing and data (Moth, 2014). In addition, the approach of agile marketing helps develop more efficient and strategic products in the influential environment (Poolton et al., 2006). To elaborate on this, agile marketing enables the response to market and needs for both the customer and business (Accardi-Petersen, 2011). Also, Edelman (2010) shows that agile implies the constant use of data and analytics to identify opportunities or solutions in real-time, assessing results, and implementing tests swiftly. Consequently, agile marketing organisation, when well-operating, can run several campaigns concurrently, while suggesting new ideas constantly. Agile marketing, according to Arnold (2012), is “transparent, interactive, sustainable, measured, iterative, and relevant”.

A key factor of agile is the self-organizing teams. These include people who run their work, switch tasks amongst the team if necessary, and participate in team decision making. Beyond, self-organising teams have to acquire joint trust and respect, mutual focus, and the ability to adapt continuously to meet the new difficulties (Highsmith & Cockburn, 2001). Therefore, agile team leadership must be adaptive. Also, it should be light touch and focus essentially on providing directions, resources, inspiration, and feedback (Takeuchi & Nonaka, 1986).

According to Rigby et al. (2016), agile methodologies work perfectly in strategic planning and marketing. This is because complicated difficulties can be divided into modules and sorted out by innovative associative teams. Besides, they suggest that the methodologies are not perfectly workable in all functions of the organisation. In sales, for example, tasks can be changeable immediately. The methodologies are notably suitable for start-ups which have less resources to invest in greater ideas (Conway & Hemphill, 2019). To wrap up, an approach is considered agile when it is gradual and includes small releases and speedy cycles, and cooperative which includes strong communication with customers and developers. In addition, the process must be explicit. In this way, it should include an easily learnable method, register and adjust. Finally, it should be adaptive which means it can possibly make changes in a self-organising team (Abrahamsson et al., 2002).

Over the last thirty years, agile methodologies have been rectifying information technology increasing the success rates, enhancing quality, speed to market, and enthusiasm in developing software (Rigby et al., 2016).

In 1930s, the methodologies were established when Walter Shewhart of Bell Labs started using the PSDA “Plan-Do-Study-Act” cycles to strengthen processes and products. Also, in 1940s, Taiichi Ohno, Shigeo Shingo, and Wihhi Toyoda introduced the “Toyota Way”; popular production system adopted by Toyota. The approach is considered the main basis of lean thinking nowadays (Sugimori et al., 1977). Besides, Haricombe and Lusher (1998) argue that the concept of agile enterprise emerged in the 1990s when there existed concerns about the ability of manufacturing

organisations to adapt to the swiftness of the growing business world. Cubric (2013) explains that the agile methodologies were introduced because long-established software was not efficient, and a new method of more adaptive and effective working required to be alternative ways rather than following step-by-step processes. Thus, agile methodologies were introduced to help develop and deliver to customers quicker and more precisely.

Marketing agility comprises a number of under-explored dynamic skills. These include proactive market awareness, receptivity, quickness, and adaptability (Khan, H., 2020).

- Proactive market sensing is definable as the ability to spot, recognize and expect market needs (Mu et al., 2018).
- Responsiveness indicates being able to respond to changing requirements (Zhou et al., 2019).
- Speed is definable as responding quickly to these needs.
- Flexibility means the ability to create different combinations of offerings in an eco-friendly manner. Through these elements of marketing agility, both proactive and reactive, companies can improve business performance (Ayoub & Abdallah, 2019). Also, these elements can be used at an internal and external operational level (Gligor & Holcomb, 2012).

2/3- Customer Brand Engagement:

A thorough definition of customer engagement was introduced by Pansari et al. (Pansari and Kumar, 2017). This definition includes all customer activities associated with a firm. According to Pansari et al., customer engagement is defined as the mechanics of what customer's value adds to a firm. It can contribute either directly or indirectly through purchases or non-purchase reactions respectively. To exemplify, these include providing referrals, having positive influence on other customers regarding the brand through social media and providing feedback/suggestions for improvement.

Customer Brand Engagement is also definable as an essential measure which brands employ to estimate and enhance their dynamic and repetitive process of interacting, governance of emotional connection and relationship quality (Kumar et al., 2019; So et al., 2021). Conceptualizations of CBE,

followed in the context of HTS, signify the many-sided the characteristics of this variable, including, activation, affective and cognitive (Hollebeek et al., 2014); interaction, attention, eagerness, absorption, and recognition (So et al., 2014); customer knowledge, and referral, influence and purchase (Pansari and Kumar, 2016). The overlap between the elements proposed by Hollebeek et al. (2014) and So et al. (2014) is mostly supported by Harrigan et al. (2017). Therefore, they suggest that the Customer Brand Engagement forms part of the deep psychological processes of the customers (for example, activation, affective and cognitive (Hollebeek et al., 2014; So et al., 2021) which serve as elements that serve between cocreation activities, such as experience, and positive results, (Harrigan et al., 2017), and indirectly estimating performance of the brand.

In the meantime, the conceptualization suggested by Kumar and Pansari (2016) is more all-inclusive regarding measuring the brand performance directly since it is “includes all activities of the customers” bringing values to brands, signifying that customers contribute to brands whether with non-transactional or transactional interactions (Itani et al., 2019).

Since consumers engage with both purpose and behavior (Verhoef et al., 2010), a stream of studies, distinct and more all-inclusive, has concentrated on exploring the main motivations that translate into such behaviours, besides the behaviours themselves (Brodie et al., 2013; Dessart et al., 2015). Bordie et al. gave a definition of CBE as “consumer experiences that are jointly developed and produce a mental state”. This definition agrees with that given by Hollebeek’s (2011) where he defines CBE as “state of mind that is context- and brand-dependent and is characterised by certain degrees of cognitive, emotional, and behavioural activity during direct brand encounters”. It also coincides with the definition of Dwivedi’s (2015): “state of mind associated to brand use”. For Vivek et al. (2012), CBE is definable as the “the degree to which a person engages with and participates in the services or activities offered by the organization”. Finally, for Dessart et al. (2016) the term is explained as “the condition that reflects consumers’ unique preferences for context-specific engagement foci manifested through varied degrees of affective, cognitive, and behavioural expressions that go beyond exchange situations”.

Consumer brand engagement is a consumer activity which is to the brand initiated from the process of cognitive, emotional, and behavioral activities (Obilo et al., 2021). The authors found out that (CBE) comprises the effects perceived by the customers which include activation, affection, and cognitive processing. Consumers will get involved with a specific brand when they participate in the discussion forums created by the brand for a number of reasons. Among these is the consumers’ wish to get information on the product. Obilo et al. (2021) understand CBE as an activity associated with the brand, beginning with the process of cognitive, throughout emotional, and behavioral activities. They deduce that there are effects which form the consumer brand engagement as, for example, cognitive processing, affection, and activation. According to relationship marketing theory, customer involvement and their experience with the product build up the consumer brand engagement (Brodie, Ilic, Juric, & Hollebeek, 2013; Touni, Kim, Choi, & Ali, 2020).

The term engagement indicates interacting with someone or something. This concept has been studied from different perspectives including educational perspective (Kahu, 2013, Kelly, 2009), organizational perspective (Bakker, 2008, Schaufeli and Salanova, 2014), and psychological perspective (Kahu, 2013, Watts and Flanagan, 2007). Most importantly, from marketing perspective, customer engagement has been studied excessively from both marketing scholars and experts. Thus, as the table(1) below shows, there is a considerable range of the definitions of customer engagement term.

Table (1) Definitions of Customer Engagement

Term	Definition	Reference
Consumer brand engagement	A psychological state and behavioral manifestations of the customers that happen through the value co-creation process which involve consumer-brand interactive service systems: resource exchanges and resource integration.	Ndhlovu, T., & Maree, T. (2022)
Consumer brand engagement	A brand-related activity described as being cognitive, emotional, attested either during or associated with focal consumer/brand interactions.	Obilo et al. (2021)
Online consumer engagement	“A multidimensional consumer-brand relational construct that includes affective, cognitive, and	Vander Schee, Peltier and Dahl

Term	Definition	Reference
	behavioural aspects of consumer-brand interactions that might stem from consumer-to-consumer or brand-generated experiences”.	(2020)
Consumer engagement	“the emotional relationship between consumer and brand, as an outcome of the gathering of the consumers’ experiences that undertakes a positive and active psychological state.”	Rather (2019)
Consumer Engagement	“An investment of the customer of principal operative resources which include cognitive, emotional, behavioral and social knowledge and skills. Also, together with the operand resources, such as equipment, it contributes to the interactions of the brand into service systems”	Hollebeek et al. (2019)
Social Media Engagement	"A condition which mirrors the positive tendencies towards the community and the brand. This is well expressed in various ways including affective, cognitive and behavioral manifestations which do not merely exchange situations”	Dessart (2017)
Consumer brand engagement	“The ways in which a customer adds value to a company when he contributes either directly by purchasing or indirectly by non-purchase reactions. The latter could be exemplified by giving recommendation or positively influencing other consumers associated with the brand through social media and giving suggestions that help the brand improve its performance”	(Pansari and Kumar, 2017)

Developed by the researcher

The definitions given above and exploring the literature review make it clear that an academic agreement regarding the dimensions of customer engagement does not exist. While a myriad of studies considered customer engagement as a multidimensional concept, others view it as a non-dimensional approach.

The following two tables illustrate the differences between multidimensional and unidimensional dimensions of customer engagement. The studies explored are placed in chronological order from the most recent to the oldest:

Table(2)

Customer Engagement Dimensions (Multidimensional vs. Unidimensional)

Authors	Dimensions	Author/s	Dimensions
De Villiers (2015)	Multidimensional: Cognitive Affective Conative	Dwivedi (2015)	Multidimensional: Vigor Dedication Absorption
De Villiers (2015)	Multidimensional: Cognitive Affective Conative	Dwivedi (2015)	Multidimensional: Vigor Dedication Absorption
Tsai and Men (2013)	Unidimensional: behavioral	Leckie et al., (2016)	Multidimensional: cognitive, Affection, Activation
Vivek et al. (2012)	Multidimensional: cognitive, emotional, behavioral	Tafesse and Management (2016)	Unidimensional: behavioral
Hollebeek (2011a)	Multidimensional: cognitive, emotional, behavioral	Kabadayi and Price (2014)	Unidimensional: behavioral
Mollen and Wilson (2010)	Multidimensional: Cognitive, emotional, behavioral	Leventhal et al. (2014 c)	Unidimensional: behavioral
Van Doorn et al. (2010)	Unidimensional: behavioral	De Vries and Carlson (2014)	Unidimensional: Behavioral
Bowden and Practice (2009)	Multidimensional: cognitive, emotional, behavioral	Hollebeek et al. (2014)	Multidimensional: cognitive, Affection, Activation.
Schaufeli et al. (2002)	Multidimensional: cognitive emotional behavioral	Vivek (2009)	Multidimensional: Awareness Enthusiasm Interaction Activity Extraordinary experience
Kahn (1990)	Multidimensional: Physical Cognitive Emotional	Patterson et al. (2006)	Multidimensional: Absorption Dedication Vigor/interaction

The definitions of customer engagement given in the table(2) above show how scholars vary in the ways they view the concept. For example, Bowden and Practice (2009) understand customer engagement as a tool or mechanism to create loyalty. While Van Doorn et al. (2010), Verhoef et al. (2010), Pansari and Kumar (2017) view it as an increase brand purchases.

The other definitions consider it as a comprehensive process with many dimensions (Mollen and Wilson, 2010, Brodie et al., 2011, Hollebeek, 2011b, Brodie et al., 2013, Hollebeek et al., 2014, Dessart, 2017).

A framework of customer engagement was suggested by Hollebeek et al. (Hollebeek et al., 2014). This is a three-dimension: cognitive processing, affection and activation:

- Cognitive processing is the extent to which a customer considers the brand with which he interacts.
- Affection indicates the customer's positive emotions associated with the brand.
- Activation refers to the effort, energy, and time the customer dedicates to a specific brand.

3- Exploratory Evidence:

To investigate this research problem and determine its dimensions; a pilot study has been conducted which can be presented as follows:

3/1- Secondary Data Collection

For this concern, some of dissertations, theses, journals, textbooks, and web sites that are related to the research topic, subject and variables have been reviewed. This helped to understand all dimensions of research subject such as:

- The concept and dimensions of (BA).
- The concept and dimensions of (MA).
- The concept and dimensions of (CBE).
- The relationships between (BA), (CBE) with (MA).

3/2- Primary Data Collection

A survey had been conducted on 45 customers, 40 of them respond, and this was during the period from (21/11/2021) till (25/11/2021).

The questions that had included in that survey targeted the following list of topics:

First: statements about brand authenticity:

- A brand with a history.

- A brand that survives times.
- A brand that accomplishes its value promise.
- An honest brand.
- A brand that gives back to its customers.
- A brand true to a set of moral values.
- A brand that adds meaning to people's lives.
- A brand that reflects important values people care about.

Second: statements about customer brand engagement:

- Brand (Vodafone, Orange and Etisalat) captures my attention.
- I feel strong positive emotions when I use brand (Vodafone, Orange and Etisalat).
- Using brand (Vodafone, Orange and Etisalat) makes me happy.
- Brand (Vodafone, Orange and Etisalat) is one of the brands I usually use when I use a destination brand.

Third: statements about marketing Agility:

- We effectively listen to, understand, and rapidly respond to relevant marketplace conversations.
- We are quite alert to changing market condition in export market.
- Everyone in our company is sensitized to listen to latent problems and opportunities in the export market.
- We can meet customer's changing needs faster than our competitors.
- We compress time from product concept to marketing to respond quickly to the changes in customer needs.
- We are flexible when dealing with the changes in market requirements.
- When some unexpected situation arises, we would rather work out with creation/adjustment rather than keeping the original offering.
- We respond to our customers' product/service needs.
- We periodically review our product/service development efforts to ensure that they are in line with what customers want.

- If a major competitor were to launch an intensive campaign targeted at our customers, we would implement an immediate response.

3/3- Results of the pilot Study

The results of the pilot study that have been reached are presented as follows, and it can be summarized as it is shown in table (3).

Table (3) Summary of the pilot Study Results

No	Statement	Agree	Neutral	Not Agree
1	A brand with a history	25	9	6
2	A brand that survives times	18	12	10
3	A brand that accomplishes its value promise	20	10	10
4	An honest brand	22	10	8
5	A brand that gives back to its customers.	22	12	6
6	A brand true to a set of moral values	19	10	11
7	A brand that adds meaning to people's lives	16	10	14
8	A brand that reflects important values people care about	28	7	5
9	Brand (Vodafone, Orange and Etisalat) captures my attention	30	6	4
10	I feel strong positive emotions when I use brand (Vodafone, Orange and Etisalat).	28	10	2
11	Using brand (Vodafone, Orange and Etisalat) makes me happy	29	6	5
12	Brand (Vodafone, Orange and Etisalat) is one of the brands I usually use when I use a destination brand.	25	11	4
20	We effectively listen to, understand, and rapidly respond to relevant marketplace conversations	28	5	7
21	We are quite alert to changing market condition in export market.	25	10	5
22	Everyone in our company is sensitized to listen to latent problems and opportunities in the export market	24	12	4
23	We can meet customer's changing needs faster than our competitors	21	12	7
24	We compress time from product concept to marketing to respond quickly to the changes in customer needs.	29	6	5
25	We are flexible when dealing with the changes in market requirements.	19	8	13
26	When some unexpected situation arises, we would rather work out with creation/adjustment rather than keeping the original offering.	18	16	6
27	We respond to our customers' product/service needs.	20	6	14
28	We periodically review our product/service development efforts to ensure that they are in line with what customers want.	25	11	4
29	If a major competitor were to launch an intensive campaign targeted at our customers, we would implement an immediate response.	20	12	8

• **Results related to brand authenticity:**

- (1) Most mobile phone users in Egypt believe they are dealing with brands with a history according to the answers of 25 out of the sample under research, by 62.5%.
- (2) Most mobile phone users in Egypt believe they are dealing with brands that survives times according to the answers of 18 out of the sample under research, by 45%.
- (3) Most mobile phone users in Egypt believe they are dealing with brands that deliver on their value promises to users according to the answers of 20 out of the sample under research, by 50%.
- (4) Most mobile phone users in Egypt believe they are dealing with an honest brand according to the answers of 22 out of the sample under research, by 55%.
- (5) Most mobile phone users in Egypt believe that they are dealing with brands that once give customers some services they are not satisfied with according to the answers of 22 out of the sample of mobile phone users under research, by 55%.
- (6) Most mobile phone users in Egypt believe that they are dealing with brand faithful to a set of moral values according to the answers of 19 out of the sample of mobile phone users under research, by 47.5%.
- (7) Mobile phone users in Egypt believe they are dealing with brands that add meaning to people's lives according to the answers of 16 out of the sample of mobile phone users under research, by 40%.
- (8) Most mobile phone users in Egypt believe they are dealing with A brand that manifests important values about which people care according to the answers of 28 out of the sample of mobile phone users under research, by 70%.

• **Results related to customer brand engagement:**

- (1) Most mobile phone users in Egypt believe that they are Brand (Vodafone, Orange and Etisalat) captures my attention according to the answers of 30 out of the sample under research, by 75%.

- (2) Most mobile phone users in Egypt believe that they are feeling strong positive emotions when I use brand (Vodafone, Orange and Etisalat) according to the answers of 28 out of the sample under research, by 70%.
- (3) Most mobile phone users in Egypt believe that they are Using brand (Vodafone, Orange and Etisalat) making him happy according to the answers of 29 out of the sample under research, by 72.5%.
- (4) Most mobile phone users in Egypt believe that they are Brand (Vodafone, Orange and Etisalat) is one of the brands I usually use when I use a destination brand, according to the answers of 25 out of the sample under research, by 62.5%.

• **Results related to marketing agility:**

- (1) Most mobile phone users in Egypt believe that they are dealing with a company that can listen effectively to relevant market conversations, understand them and respond quickly to them according to the answers of 28 out of the sample under research, by 70%.
- (2) Most mobile phone users in Egypt believe that they are dealing with a company that “We are quite alert to changing market condition in export market” according to the answers of 25 out of the sample under research, by 62.5%.
- (3) Most mobile phone users in Egypt believe that they are dealing with a company that can meet the changing needs of customers faster than competitors according to the answers of 21 out of the sample of mobile phone users under research, by 52.5%.
- (4) Most mobile phone users in Egypt believe that they are dealing with a company that can Everyone in our company is sensitized to listen to latent problems and opportunities in the export market according to the answers of 24 out of the sample under research, by 60%.
- (5) The majority of mobile phone users in Egypt believe that they are dealing with a company that can We compress time from product concept to marketing to respond quickly to the changes in customer needs according to the answers of 29 out of the sample of mobile phone users under research, by 72.5%.

- (6) The majority of mobile phone users in Egypt believe that they deal with a company that is flexible when dealing with changes in market requirements according to the answers of 19 out of the sample of mobile phone users under research, by 47.5%.
- (7) The majority of mobile phone users in Egypt believe that they deal with a company that is “When some unseen situation arises, we would rather work out with creation/adjustment rather than keeping the original offering” according to the answers of 18 out of the sample of mobile phone users under research, by 45%.
- (8) Most mobile phone users in Egypt believe that they are dealing with a company that responds to the needs of its customers for products/services according to the answers of 20 out of the sample under research, by 50%.
- (9) Most mobile phone users in Egypt believe that they are dealing with a company that “We periodically review our product/service development efforts to ensure that they are in line with what customers want” according to the answers of 25 out of the sample under research, by 62.5%.
- (10) Most mobile phone users in Egypt believe that they are dealing with a company that if a major competitor were to launch an intensive campaign targeted at our customers, we would implement an immediate response according to the answers of 20 out of the sample under research, by 50%.

4- Research Gap:

The current study attempts to bridge the research gap by enhancing the ways how brand authenticity style impact on the Egyptian telecommunication service users, such as marketing agility and customer brand engagement. Accordingly, this study adds to the current literature and management practices in a number of ways. Firstly, the key contribution of the current research is enhancing the ways how brand authenticity is applied in the Egyptian telecommunication service users; secondly, this study introduces an expectation of the brand authenticity on the subordinates' users' marketing agility and customer engagement in Egyptian telecommunication service and on the contrary a negative expectation of leaving. Thirdly, it presents brand authenticity style as a method to endorse

marketing excellence. Finally, the study's findings will help managers who were always devoting their organizational and financial resources to promoting customer engagement amongst their users. Thus, this study seeks to add contributions to the literature on brand authenticity in the telecommunication business from four perspectives:

- 1) To examine the effect of brand authenticity style on marketing agility.
- 2) To test the impact of brand authenticity on customer brand engagement.
- 3) To indicate the impact of brand authenticity on Egyptian telecommunication service users' customer engagement.

5- Aim of Research:

This research mainly aims at examining both the direct and relations between brand authenticity and marketing agility. This main objective is divided into some sub-objectives as follows:

- 1) Determine the nature of the relationship between brand authenticity and customer brand engagement.
- 2) Identify the nature of the relationship between brand authenticity and marketing agility.
- 3) Disclosure of the relationship between marketing agility and customer brand engagement.

6- The Proposed Conceptual Model:

This research proposes a conceptual model which attempts to address the gap as the researcher elaborated above. This is possible through the introduction of research hypotheses for empirical refinement of the model. These hypotheses are obviously testable. The model is based on the triangulation among the literature review, analyzing the secondary data and exploratory qualitative research together with the researcher's justified reasoning to broaden the argument that can potentially make an original contribution to the theoretical development and policy consequences of the subject area of developmental Brand Authenticity, Marketing Agility, Customer Brand Engagement. Therefore, the following aspects constitute the principal pillars of the conceptual model:

6/1: Underling Rationale of the Model:

There is an obvious change in the marketing environment where it adapts to the new constantly evolving digital age. The literature at our disposal has identified the following aspects:

- Marketing environment has switched from traditional to digital.
- Marketing environment has excessively become more customer centric.
- The present marketing environment is highly dynamic and fast-paced.
- To remain competitive, marketers are advised to adapt an Agile Marketing approach.
- There is an urgent need to do more comprehensive academic research on Agile Marketing.

Brand authenticity is a new phenomenon. It gains an increasing significance in marketing since it plays an indispensable role in distinguishing the brand and providing a protection for it against swift changes in the external environment. Although authenticity was not originally related to marketing discipline, it has found its way in several marketing areas (i.e., branding, advertising, consumer behaviour). Brand authenticity is a multifaceted construct which can be assessed using a continuum approach instead of referring to brands as either authentic or inauthentic. According to Morhart et al., there are four dimensions of PBA. These are continuity, credibility, integrity, and symbolism.

Remarkable gaps in the research related to Marketing Agility have been identified. The literature also reveals that the influences of applying an agile approach are missing as well as the metrics for measuring these effects (Kalaiganam et al., 2021). Thus, this study raises the question whether the marketers have carried out Agile Marketing and explores the results of that. The study, aiming at adding value to the present literature, will carry out exploratory research on the topic of Agile Marketing in the digital era.

A requirement of modern marketing is to monitor the changes and recognise them both in market and the customer database features. It also

entails the response to these changes, hiring fresh talents, and continuous assessment and follow-up.

Therefore, the concept of Marketing Agility has emerged to include all modern marketing requirements. It also mirrors the ability of the organisations to grow simple marketing models, to take quick decisions, and to benefit from mistakes so that expected growth rates can be accomplished. This is why Marketing Agility can be distinguished from other related concepts as, for example, Market-based organization learning, Adaptive marketing capabilities, and Market Orientation.

Communications Sector in Egypt is clearly an appropriate area to study Marketing Agility since this sector encounters serious challenges caused by the continuous economic and technological changes which necessitate the adoption of Marketing Agility. In this regard, Marketing Agility is an optimal solution to improve human resources, product quality, and to strengthen the competitive capacities. According to the available literature review, customer engagement drew the consideration of both scholars and experts. It does not come as a surprise, therefore, that previous studies have widely investigated both the antecedents and consequences of the concept.

There are two types of outcomes of customer engagement. These could be either high/low and positive/negative (Dolan et al., 2016). Further noticeable outcomes were traced in the online or offline context for example, trust (Vivek et al., 2012, So et al., 2016), loyalty (Vivek et al., 2012, Leckie et al., 2016, So et al., 2016, Fernandes et al., 2019), affective commitment, value perceptions (Vivek et al., 2012), positive word-of-mouth (Vivek et al., 2012, Leventhal et al., 2014c), acceptance, brand love (Leventhal et al., 2014c), satisfaction (So et al., 2016, Loureiro et al., 2017, Hepola et al., 2017), brand awareness, brand association, perceived value (Hepola et al., 2017), and brand intimacy (Wang et al., 2020).

To conclude briefly, customer engagement is a complex construct because of the diversity of consumers. Some consumers lurk on and do not really engage. Also, lurker is seen in the consuming level since they view brand-related videos, listen to the related audio or watch related-pictures. Lurkers can also recommend products to others. That is why this type of consumers should be taken into consideration. Also, the behavioural part of

the customer engagement, which includes sharing and commenting, is essential. Besides, affective and cognitive engagement are also influenced and strongly affect the relationship between the brand and the consumers (i.e., trust, loyalty, commitment, brand love).

6/2- Objectives of the Model:

The main rationale of the model aims at accomplishing four far reaching objectives:

- 1) Making Brand Authenticity, Marketing Agility, Customer Brand Engagement more developmental in a worldwide way that works for the majority of marketing contexts.
- 2) Successfully adapting to accomplish an in-depth universal growth of an evolutionary Brand Authenticity, Marketing Agility, Customer Brand Engagement theory.
- 3) **Showing the exceptional and original value-added of generalized-Darwinism-based evolutionary Brand Authenticity, Marketing Agility, Customer Brand Engagement theory through Theoretical Analysis.**
- 4) Carrying out an empirical test to the entire conceptual framework through Theoretical Analysis.

6/3- Anticipated Contributions of the Model:

The following theory and policy implications are expected to result from creating the model as new contributions introduced by this research:

- 1) This study is trying to develop an applied model to study the relationship between brand authenticity and customer brand engagement, mediating marketing agility.
- 2) This study attempts to bridge the research gap on the relationship between brand authenticity and customer brand engagement, mediating marketing agility.
- 3) However, much uncertainty still exists about the relation between brand authenticity and customer brand engagement.
- 4) Where the previous studies have shown the absence of studies dealing with the same variables of this study in one model.

6/4- Limitation of the Model:

Each of the above contributions could have limitations. This can be as follows. Topic limitations: This research will tackle the brand authenticity with its four factors (correlated model (continuity, credibility, integrity, symbolism) (Morhart et al.,2015), and marketing agility with its modified scale of four variables (proactive market sensing, speed, flexibility and responsiveness) (Khan,2020)., as well as customer brand engagement in terms of (cognitive processing, affection and activation), (Hollebeek et al.,2014).

6/5- Structure and Main Arguments of the Model and Its Hypotheses:

(1) Brand Authenticity:

The concept of brand authenticity was associated, according to earlier conceptualizations, with one, exact meaning (Safeer et al.,2021). However, there is a consensus that BA has a wide range of meanings. Authenticity is a well-established concept in several disciplines, which include anthropology, philosophy, and sociology. Cconceptual definitions of authenticity is not the same in these disciplines. However, authenticity steadily associates with aspects of being historically based and rooted in tradition and heritage.

Brand authenticity gained attention in the marketing literature as the early as 2000 onward. When authenticity is translated into the brand context, a brand is authentic when it is identified as accurate and genuine (Gilmore and Pine, 2007) while inspired by sincere passion (Beverland et al., 2008). Academic studies on brand authenticity evolved side by side with a current concentration on authenticity through corporate brand management. Firms have recognised (BA) as a possible attribute for differentiation. Some scholars even presume that such development is a significant alteration in the marketing history, noting that it is not quality which differentiates anymore but authenticity (Gilmore and Pine, 2007).

Customers' desire for authenticity is well established centuries ago (Grayson and Martinec, 2004). However, commercializing, regulated mass production and products homogenization have revived the current specific value of brand authenticity (Rose and Wood, 2005). In the global and hyper-competitive market of present day, customers are increasingly using

products to reconnect with places, history, culture, and each other (Napoli et al., 2014). This revived sense of authenticity can also be recognized as a reflection to times when customers look for something reliable which is privileged with continuity (Moulard et al. 2016)

In the era of growing commercialization, customers are inundated with pointless offers of the market (Morhart et al., 2015). Consequently, whilst this chaos, aware companies consider market offerings that approach clients closer to authenticity (Audrezet et al., 2020). In addition, marketers are progressively using authenticity to place their business and obtain strategies of product attraction (Lu et al., 2015).

Applying the concept of authenticity to contemporary customer research has critically pushed the discussion and the application of authenticity in marketing literature (Rose and Wood, 2005). Afterwards, authenticity in customer research was discussed on a larger scale (Joo et al., 2019; Napoli et al., 2014). Also, the application of authenticity was slightly expanded to brand context (Dwivedi and McDonald, 2018) to explore its prominent antecedents and consequences. Admittedly, a sense of continuity is provided by authenticity among changes and doubts (Fritz et al., 2017). It also provides a distinctive position for brands (Lu et al., 2015), enhances receptiveness of messages (Audrezet et al., 2020), gives credibility towards brands (Becker et al., 2019), helps realize customer satisfaction (Bruhn et al., 2012) and may also help explain customer brand attitudes (Napoli et al., 2014).

Applying and realizing the potential of authenticity necessitates that the marketers must understand the nature of authenticity (Schallehn et al., 2014). In this respect, authenticity was explained several times. For example, Beverland and Farrelly 2010 delineated that authenticity encapsulates 'authenticity', 'genuineness' and 'truth'. According to Schallehn et al., authenticity indicates 'original' and it is contrasted with 'copy' (Schallehn et al. 2014). In their works, Bruhn et al. trustworthiness describes authenticity (Bruhn et al., 2012). Likewise, authenticity has been approached from several frameworks including objectivist, constructivist, existentialist (Chhabra, 2010; Wang, 2007), postmodernist, and realistic (Reisinger and Steiner, 2006). Three perspectives, namely objectivist,

constructivist, and existentialist encompass all the current conceptualizations authenticity.

In the Objectivist perspective, authenticity is regarded as an objectively measurable quality of an entity that experts can assess (Moulard et al., 2016). From the viewpoint of the constructivist perspective, authenticity projects from one's beliefs, potentials, and prospects onto an entity (Wang, 1999). Finally, the existentialist perspective defines authenticity as being associated with self rather than an external entity and includes the concept that authenticity indicates being true to oneself (Golomb, 1995).

Promoted by the conceptual support of psychological property theory, authenticity helped advance research in various settings. It has especially obtained popularity in customer research due to its more comprehensive utilization in brands, representing the enduring relationship of brands with customers (Thürridl et al., 2020). A study by (Vikas and Vikrant, 2021) has found the significance of authentic brands in creating a psychological feeling of brand ownership.

Numerous sources of brand authenticity were examined according to indexical and iconic authenticity. Regarding brand index cues, pertinent studies indicate that brand permanence, actual age, and behavior (e.g., keeping promises, weak commercial intentions, social responsibility, and not overly pursuing market trends) are essential drivers of (BA) (Carsana and Jolibert, 2018). Keeping promises, ineffective commercial intentions, social responsibility, and not overly tracking market trends are important drivers of (BA) (Carsana and Jolibert, 2018). By means of comparison, the claimed history, tradition, heritage, and association with culture are significant iconic cues that outline brand authenticity (Fritz and Schoenmueller, 2017).

Heritage of brand authenticity is remarkably important in authentic brand communication that associates brands with brands' longevity, historical traditions, or places of production and craftsmanship. For example, in brand communication, the short sentence "since [years]" which expresses brand's longevity indicates the extent to which customers distinguish the brand as a long-standing brand. In addition, a brand's longevity can indicate brand management's sincerity and passion, which customers view as expressive of

a genuine concern in the product or service. Empirical research also assists this hypothesis by showing that heritage cues successfully induce customer approaches of brand authenticity (Safeer et al., 2021).

The desire of the customers for authentic commodities and brands thus arises in the current market context characterized by standardization and homogenisation (Guèvremont and Grohmann, 2018). Conceptual literature posits that customers value (BA) as a that shows continuity between the past and the present. Concerning positive outcomes of perceived brand authenticity, substantial evidence is provided by empirical literature for positive customer responses to a range of relevant psychological and behavioral variables. First, through sorting these findings hierarchically based on effects, brand authenticity positively impacts on brand attitude. Second, PBA increases quality anticipations. Third, BA raises purchase intentions, in the same manner as choice and positive word of mouth. Finally, BA increases customer WTP's price premium (Fritz et al., 2017). The positive relationship that exists between brand authenticity and customer brand trust is further proven by numerous studies (Portal et al., 2019).

(2) Marketing Agility:

Numerous studies have produced several definitions of agility originating from various business disciplines. These include manufacturing, management, and marketing (Eckstein et al., 2015). However, standard features arise from these definitions. First, agility is an organizational ability. Companies with solid agility show a better adaptation to market changes than competitors do. Second, the definitions indicate that agility's key features are proactivity, responsiveness, speed, and flexibility. Third, agility involves feeling and reaction (Eckstein et al., 2015). Third, agility is envisaged as both proactive and reactive. It includes both proactively creating change and quickly identifying and responding to opportunities and. Fourth, agility can be defined as domain specific. Companies can be agile in one or more areas as, for example, processes which are customer-based or development of products (Roberts & Grover, 2012).

The concept of agility emerging from research has been integrated into strategies and operations of the business. Then, it has expanded to other

areas such as manufacturing, supply chains and marketing (Russell & Swanson, 2019). However, the conceptualization of marketing agility, a relatively new phenomenon, is still in its beginnings (Hagen et al., 2019). Also, definitions from two separate perspectives were provided by literature. Using the theoretical lens of dynamic capabilities, the first perspective deals with marketing agility as meta-capabilities which help companies promptly adapt their tactics to changing requirements of the market (Zhou et al., 2019). The other perspective posits that (MA) encompasses different strategic procedures and concentrates on how reforming strategies can enhance the firm's response to change (Gomes et al., 2019).

Discussions about marketing agility are in the early stages. Marketing agility is defined according to (Accardi-Petersen, 2011) as being able to outperform a company's competition in the market by being agile enough to readjust resources as required. Nevertheless, this definition does not greatly help develop frameworks necessary to measure this concept, which is important in the early phases of these discussions. Marketing agility is suggested to allow companies to change their marketing efforts to respond promptly and efficiently to the changing needs of the customers, market circumstances and strategic growth requirements. Companies which have high marketing agility prepare for change. In these companies, departments of marketing collaborate with other departments to satisfy the needs of the customers and businesses simultaneously (Zhou et al., 2019).

Marketing agility implies proactiveness. Companies expect customer demand and acquire and retain customers. Also, marketing agility suggests dynamic research to recognize current and possible needs. Poolton suggests that (MA) is an element of the strategic framework of agility. Manufacturing flexibility and marketing agility are significant for companies to compete successfully (Poolton, 2006).

Customer flexibility means that companies can detect and react to customer-based opportunities (Roberts & Grover, 2012). Marketing agility is definable as the companies' ability to both expect, sense and react quickly to market opportunities. Agile companies are therefore, not limited to merely observing customer-related opportunities and gathering information from competitors, merchants, and service providers.

The results show that marketing excellence includes actions that can be classified into three categories which are content based. Namely these are the priority of the marketing ecosystem, the priority of the end-user, and the priority of marketing agility. This result is associated with the character of marketing excellence as a sort of strategy. These activity categories are labelled as marketing excellence priorities to reflect the strategic means companies must achieve organic growth. In addition, marketing agility stimulates the modularizing tasks and processes that make organizations able to act flexibly and faster than within traditional structures such as departmental areas (Homburg et al., 2020)

Marketing agility addresses possibilities at a tactical level by enabling companies to respond swiftly to new circumstances (Osei et al., 2019). For example, when a company enters an overseas market, it must determine whether to adopt or replicate its national marketing program. (MA) can help the company recognize and understand those needs. Further, companies can adjust their marketing program to suit the host country (Gomes et al., 2019). In this respect, marketing agility is crucial for emerging markets which operate in AE markets. Guillén et al. opine that emerging companies which operate in AE markets should increase their knowledge of key abilities and competition in these markets so that they can improve their performance. Also, emerging markets encounter difficulties when they integrate into a new market with different market circumstances including shifting customer demands, negative perceptions about product quality etc. These circumstances result in persistent changes in the competitive environment of emerging companies in AE markets (Williamson et al., 2013).

AE markets offer opportunities for EM companies to grow. However, to act effectively in AE markets, these companies need unique capabilities. Hence, through proactive detection, agility, and responsiveness, marketing agility can help EM companies cope with shifting demands and risks which arise from the high complexity of AE markets (Osei et al., 2019).

Considering these concepts, this study deals with agility from a marketing viewpoint. Thus, marketing agility is definable as the ability of the company to expect and spot marketing opportunities proactively and respond quickly

and flexibly to those opportunities to meet the market's needs and better meet customer needs. (Zhou et al., 2019).

Agility does not necessarily rely on information processing. However, market orientation is embedded in information processing. Therefore, information is acted on in accordance with after it has been collected and distributed across departments. It is noteworthy that companies can act without the information being spread across departments. When information is spread across departments, responses might be delayed, and flexibility could be reduced. Agility induces quickly and creatively reconfiguring existing options that benefit unforeseeable business changes (Nemkova, 2017). On the contrary, market orientation does not necessitate neither being speed nor flexible.

(3) Customer Brand Engagement:

Customer brand engagement underlines the relationship which exists between the customer and the brand (Brodie et al., 2011). Recently, CBE has gained due attention in branding and as critical to successful branding and customer loyalty. (France et al., 2016). Service quality and perceived value are recognized as main drivers of brand loyalty. Therefore, brand engagement can have a more considerable impact (So et al., 2016). Moreover, the significance of understanding customer brand engagement is highlighted in previous studies (Algharabat et al., 2021). Also, recent studies have investigated the growth of the concept of customer engagement between brands in a diversity of environments (Kumar & Kaushik, 2020). The engagement concept has been approached in different disciplines, such as political science, sociology (Morton et al., 2012), or psychology and organizational behavior. However, it is not until 2005 when the terms customer engagement and customer brand engagement emerged within the marketing and service literature (Brodie et al., 2011).

From the viewpoint of Dolan et al., customer engagement was regarded as a psychological condition that surpasses involvement since it includes interactive and co-creative experiences with a focus object (Dolan et al., 2019). Dwivedi suggests that customer loyalty is a state of mind of the customer, which is described as positive, fulfilling, and characterized by drive, devotion and absorption (Dwivedi, 2015).

A broader definition of customer engagement was provided by Pansari and Kumar provided (Pansari and Kumar., 2017). From their viewpoint, it encompasses all customers' activities which are to a company. They also define customer engagement as the procedures a customer builds value for a company that contributes either directly through acquisitions or indirectly through non-purchase responses (Pansari and Kumar., 2017).

Gupta et al. broadened the framework of customer engagement to a worldwide context when they considered the cultural and economic factors of different countries (Gupta et al., 2018). Kumar thinks that companies should engage with their customers in a beneficial way. Four metrics were identified by (Kumar et al. Namely, these are customer longevity (CLV), customer recommendation, customer influencer and customer knowledge (Kumar et al., 2010). With these metrics, companies can measure customer loyalty score. Out of these four metrics, only CLV is precisely associated with a company's profit, while the other three metrics are related to the profit in an indirect way.

Practices of customer engagement were classified in accordance with different phases of the company-customer relationship. Consequently, how companies deal with prospects/new customers differs greatly from how they handle existing/loyal customers and those who consider switching. Customer engagement is admittedly liable to different conceptualizations, there is an increasing agreement among scholars that customer engagement is a construct which is described as 'context-specific' (Hollebeek et al., 2019).

Customer brand engagement is definable as a positively assessed brand-related activity which can be described as cognitive, emotional, and behavioral. This activity of the customer happens either during or related to focal customer/brand with different thoughts (Hollebeek et al. 2014; Harrigan et al., 2017). Therefore, the study of Hollebeek et al. envisages the conceptualization of brand engagement by customers (Hollebeek et al., 2014).

Attitudes associated with customer engagement are further than buying (Lemon & Verhoef, 2016). Customer engagement happens when customers show readiness to interact with either brands or companies such as

stakeholders (Kumar, 2018). Also, customer engagement is envisaged as multidimensional concept which puts together emotional, cognitive, and behavioral dimensions (Rosado-Pinto et al., 2020). Besides these dimensions, some scholars add a social dimension of customer engagement (Vivek et al., 2012).

Various perspectives indicate the behavioral characteristics of the customer-business association and initiate CEBs: customer engagement behaviors (van Doorn et al., 2010). These behaviors include word-of-mouth, endorsements, blogging, writing from reviews or assisting other customers. It was proposed that brands use online and social media strategically to generate customer engagement and, consequently, increase enjoyment (Rietveld et al., 2020). We, however, opine that such a strategy may not be workable for all brands. Also, the success of this strategy depends on to what extent entertainment initiatives are identified as authentic to the brand (Eigenraam et al., 2021).

The study follows this methodology. We use a scale which was developed specifically for measuring customer brand engagement for the social media context (Hollebeek et al., 2014). This approach spans three dimensions. The first of these is the “Cognitive Processing.” By cognitive processing it is meant the degree of both brand thought processing and embellishment of a customer in a specific customer-brand interaction. The second dimension is “Affection.” Affection is the extent of positive brand-related affect a customer has in a specific interaction and activation between customer and brand. The third, and final, dimension is “Activation.” Activation is amount of time, effort, and energy invested in a brand in a specific customer-brand interaction (Chen et al., 2020).

(4) The relationship between brand authenticity & customer brand engagement:

Authentic brands are connected to customers’ positive behavioral and psychological reactions. Many previous studies assessed the positive psychological impacts of PBA on brand attitude (Spiggle et al., 2012), psychological brand ownership (Kumar & Kaushal, 2021), customer-brand relationships (Oh et al., 2019), product quality (Moulard et al., 2016), and brand credibility (Napoli et al., 2014). Based on the behavioral outcome

perspective of PBA, purchase intent, brand loyalty and recommendation readiness were examined under different conditions. To wrap up, previous studies focusing on the implications of brand authenticity highlighted how significant is the customer insight into brand authenticity to determine customer psychological and behavioral reactions. Nevertheless, further in-depth studies are still needed to examine the association between PBA and CBE, which is an essential goal of marketing.

Perceptions of an authentic brand are likely to connect customers in various ways since authentic brands increase customers' interactive and co-creative practices (Morhart et al., 2015), that is essential for customer brand engagement (Hollebeek et al., 2014). Also, PBA emphasizes a customer's identity (Beverland & Farrelly, 2010). When a consumer strongly associates with a brand, he is more likely to connect with it and to exhibit identification such brand through performing additional role behaviors such as product feedback, proactive communication, word-of-mouth, etc. Customers look for authenticity for consuming brand. Hence, they basically react to perceived authentic brands (Rose & Wood, 2005).

Further dimensions of perceived brand authenticity are credibility, integrity, and continuity. These dimensions invoke attitudes of loyalty and truth in customers towards that brand. This can eventually be expressed in insights regarding the brand's commitment to its customers (Morhart et al., 2015). To exemplify, credibility shares some similarities with trust, reliability, honesty and sincerity. Credibility may appeal to customers with perceived authentic brands as an incentive for accomplishing their expectations. Continuity reflects the topicality and historicity of a brand. Continuity shares similarities with heritage and origin. Consequently, continuity generates a sense of involvement, since customers may express a desired behavior towards authentic brands (Kumar & Kaushik, 2022).

Similarly, integrity is similar to virtue and commercial disinterest. It potentially engages customers because when a brand performs appropriately and morally it develops a sense of authenticity, and integrity stands for ethical purity and staying faithful to their morals. Lastly, there are similarities between symbolism and connection benefits on one hand, and brand self-connection on the other. It echoes a possible source for identity

construction. Symbolism can promote engagement as customers advocate brands that tone with their identity. For example, customers are inclined to engage with brands that encompass factors of credibility, continuity, integrity, and symbolism (Kumar & Kaushik, 2022).

(5) The relationship between brand authenticity & marketing agility:

The main results of the study of Bashman show that a sufficing strategic approach to serve a concurrent marketing brand strategy does not exist (Bashman, 2019). Managers should constantly look for unconventional ways to create revenue. However, the management executive level does not underpin agility and is more devoted in the bottom line rather than serving customer needs. New technologies should also be adopted by the managers. Besides, managers have to enhance the budget to grow sources to adapt a digitized perspective to the market.

Brand authenticity supports purpose. It is also fundamental in communicating brands to efficiently deploy customer attitudes on social media to create profound brand relationships. Meaningful content also reinforces purpose to improve the insight into a brand's value, it is where you can exhibit the concept of leadership to the viewers, creating trust and finally brand loyalty. The content should be honest. Otherwise, by no means will it be able to communicate since consumers see pushing tactics through fake product. This also necessitates that when mistakes happen, business has to be fully accountable for the brand to maintain its continuity. It frequently consults agility since prompt response times to customer enquiries and disputes should be dealt with urgently. Altogether, these indicate that a positive brand authenticity will enhance customers' marketing agility.

(6) The relationship between marketing agility & customer brand engagement:

Perceived agility includes being able to quickly recognize and address customer needs. Therefore, we argue that perceived agility reinforces customer engagement. Agility was proved to boost the brand's ability to engage with its customers and was associated with greater customer satisfaction (Gligor, 2014). Perceived brand interactivity (Gligor et al., 2019) and brand satisfaction (Van Doorn et al., 2010) have positive impact on customer engagement. Therefore, keeping in mind the theoretical

reasons, we argue that perceived agility of brand social media can influence customer loyalty. When customers view a brand as flexible, they highly likely show a noticeable degree of customer engagement (Gligor & Bozkurt, 2021).

Interactive marketing research considers customer engagement a prerequisite for achieving superior brand performance (Chahal and Rani, 2017). Literature proposed several definitions of customer engagement. A sample of examples will suffice. Bowden describes customer engagement as “a psychological process that develops the principal procedures through which loyalty can be preserved for consumers who habitually purchase a service brand” (Bowden, 2009). For Blasco-Arcas et al. customer engagement is definable as “a concept that interactively draws the attention of individuals to a brand, as well as the empowerment which results from the interaction with the brand” (Blasco-Arcas et al., 2016).

The conceptual framework of this research contains three main variables. They are brand authenticity, marketing agility and customer engagement. Considering the earlier discussion and literature, the adopted notion here is that brand authenticity as a holistic variable is expected to enhance customer engagement directly and indirectly through its effects on marketing agility. Figure (1) shows the conceptual framework constructs and the expected direct and indirect relationships among each other.

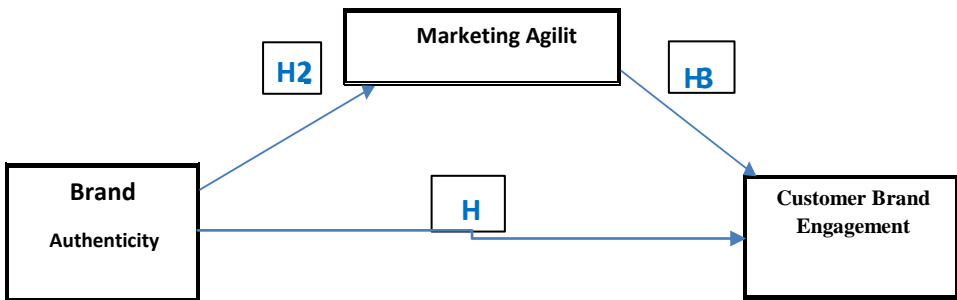


Figure (1)
The Research Conceptual Framework

7- Conclusive Embark- Research Propositions and Proposed Methodology:

The proposed conceptual framework advocates the following research hypotheses:

H1: Brand authenticity has a positive impact on customer brand engagement.

H2: Brand authenticity has a positive impact on marketing agility.

H3: Marketing agility has a positive impact on customer brand engagement.

8- Planned Research Methodology:

Methodology is definable as “a set of precise rules and procedures according to which a study is constructed and against which allegations for knowledge are evaluated” (Creswell et al., 2003). This research philosophy comes from a positivistic paradigm which shows that the research problem arises from the literature itself (Bryman & Bell, 2015). The sample of this research includes Egyptian residents who interacted and consumed several brands. Structural equation modelling (SEM) will adopt a partial least square (PLS) to test the research questions.

8.1. Research Variables & Measurement:

This research includes four main variables:

Brand Authenticity: We adopted a scale using various brands and customer samples into a four-factor correlated model, continuity, credibility, integrity, and symbolism, which includes 15 items (Morhart et al.,2015).

Marketing Agility: Items for measuring marketing agility were adopted (Khan, H.,2020; Zhou et al., 2019). The brand image scale consists of 18 items.

Customer Brand Engagement: Items for measuring customer brand engagement were adopted from (Hollebeek et al.,2014). The measuring marketing scale consists of 10 items.

The scale items. Ten items which represent three interrelated first-order factors. Namely, these factors are cognitive processing, affection factor, and activation factor which correspond to a sophisticated destination brand engagement construct.

These variables will be measured through some measurements adapted based on the related literature, as shown in table (2). A five-degree Likert scale will be used, from 1 representing strongly disagree to 5 representing strongly agree, and the middle point 3 representing neutral.

Table (1/2)
 Research Variables & Measurements

Variables	Dimensions	Measurement	Reference
Brand Authenticity	Continuity	Four items	Morhart et al.,2015
	Credibility	Three items	
	Integrity	Four items	
	Symbolism	Four items	
Marketing Agility	Proactive market sensing	Five items	Khan, H.,2020
	Speed	Four items	
	Flexibility	Three items	Zhou et al.2019
	Responsiveness	Six items	
Customer Brand Engagement	Cognitive Processing	Three items	Hollebeek et al.,2014
	Affection Factor	Four items	
	Activation Factor	Three items	

9- Results:

The researcher came to the following conclusions:

- 1) Brand authenticity has a positive impact on customer brand engagement.
- 2) Brand authenticity has a positive impact on marketing agility.
- 3) Marketing agility has a positive impact on customer brand engagement.

10- Future Studies:

- 1) Enhancing Marketing Excellence through Brand love.
- 2) Enhancing psychological ownership through brands Positive bonds.
- 3) Improving marketing excellence using the technology of the Fourth Industrial Revolution.
- 4) Customer Brand Engagement, Brand Authenticity and Marketing Agility on social media.

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