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The Curse of the Original:

How and When Heritage Branding Reduces Consumer Evaluations of Enhanced Products

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ABSTRACT

Heritage branding is a common marketing strategy that has been shown to increase product appeal. Here, we find that certain forms of heritage branding can also have potentially negative consequences by leading consumers to react negatively to changes made to the brand's original, flagship product—even if those changes objectively improve it. We demonstrate that when firms engage in heritage branding that emphasizes a brand's longevity, consumers evaluate enhanced products less favorably than the original versions of those same products due to decreased perceptions of continuity authenticity. We demonstrate this effect across a variety of product domains (e.g., cosmetics, cookware, and food products), using online experiments as well as in-person product trials. Moreover, we provide a framework that distinguishes between types of heritage branding cues that lead to negative evaluations of enhanced products versus those that do not. Finally, beyond identifying an important boundary condition based on specific aspects of heritage branding, we further show how the negative evaluations of enhanced products can be attenuated if brands reframe product changes as continuous with the brand's origins. Together, these studies contribute to existing theory regarding heritage branding and authenticity, while also providing a number of practical recommendations for heritage brands.

Keywords: heritage branding, product enhancements, authenticity, product change management

One of the curses of having an icon is a fear...of doing any changes.

- Jim Calhoun, CEO of Converse, 2015

Many brands have products that, over time, help define the brand's identity and value proposition to consumers. These products are often referred to as flagship or signature products (e.g., Levi's 501 blue jeans, Campbell's tomato soup, Burberry's trench coat) (Bao, Bao, and Sheng 2011; John, Loken, and Joiner 1998). Brands often try to increase demand for their flagship products through the use of "heritage branding," which is a marketing strategy that emphasizes a brand's long-standing history and values (Hakala, Lätti, and Sandberg 2011; Urde, Greyser, and Balmer 2007). Inevitably, however, brands may update or improve such products in order to respond to changing consumer tastes. The present studies examine cases in which those efforts can backfire such that heritage branding may actually reduce consumer evaluations of enhanced versions of products, even those that perform better than the original versions.

Consider the example of Converse's Chuck Taylor All Stars. Chuck Taylors are some of the best-selling shoes of all time (Powell 2019), and the basic design of the shoe has remained unchanged for over a century. However, this consistency in design has also been a source of criticism—the shoes are notoriously uncomfortable, responsible for "a billion sore feet" (Townsend 2015). In 2015, Converse released the Chuck II. Chuck IIs looked very similar to the original Chucks but featured a number of improvements, such as a thicker insole, more padding, and elastic bands to keep the tongue in place. Despite these functional benefits, Chuck IIs were a commercial flop. In fact, following the release of Chuck IIs, Converse's sales decreased for the

first time in four years; shortly thereafter, Chuck IIs were discontinued, and Jim Calhoun was replaced as the CEO (Townsend and Very 2016).¹

The current studies seek to better understand this phenomenon, particularly the contexts in which efforts to improve a product can ironically lead to lower interest among consumers. We demonstrate that even when the brand and its products are unfamiliar to consumers, heritage branding changes how consumers evaluate the original flagship product versus a “new and improved” version of that product (referred to here as “enhanced products”). Specifically, we find that certain forms of heritage branding boost consumer evaluations of the original product while also diminishing evaluations of enhanced products (compared to similar products from non-heritage brands). Thus, we find a stigma associated with changing the original product that is independent of expectations regarding product quality alone.

We further examine the psychological process underlying this phenomenon. We find that when heritage branding emphasizes cues associated with the brand’s longevity, consumers are more likely to assess the brand’s authenticity with respect to the brand’s continuity over time. Product changes disrupt the brand’s perceived continuity and thereby decrease perceptions of the brand’s authenticity and subsequent product evaluations. However, we also show that heritage branding does not always depend on maintaining authenticity through continuity. When heritage branding emphasizes the brand’s values, consumers are more likely to assess authenticity with respect to perceptions of the brand’s integrity. Because perceptions of brand integrity are less

¹ We discuss Converse’s Chuck IIs as an illustrative example for the core phenomenon of our interest. However, other factors may have contributed to the failure of Chuck IIs. For example, Chuck IIs were also more expensive than the original Chuck Taylors, which may have caused a decline in sales (Townsend and Very 2016).

likely to be affected by product changes, we find that when a heritage brand highlights its values, product changes do not negatively impact perceptions of authenticity or product evaluations.

These findings have several theoretical and practical implications. Most notably, in contrast to existing work on heritage branding, which has tended to focus on its positive effects (Leigh, Peters, and Shelton 2006; Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012), we identify cases in which emphasizing heritage branding can yield negative effects. We also contribute to existing research on heritage branding and authenticity by providing a framework that distinguishes between different types of heritage branding that promote perceptions of continuity versus perceptions of integrity in authenticity judgments. This provides a more granular understanding of cases in which authenticity is assessed in terms of consistency (i.e., consistency across time vs. consistency in terms of values), as well as a more nuanced understanding of how different heritage cues may trigger divergent evaluations of authenticity.

In terms of practical implications, the current studies provide specific, empirically-grounded recommendations for how heritage brands can avoid negative consumer reactions if they decide to update their flagship products. We identify which heritage cues brands should highlight if they intend to enhance or change their flagship products, as well as which cues they should avoid. We also show how, for heritage brands, the negative effects of product changes can be avoided if brands reframe the enhanced product as consistent with the brand's origins.

In the remainder of the article, we first review the literature on heritage branding, product enhancements, and authenticity, which leads to our predictions about the conditions under which heritage branding may lower evaluations of enhanced products via decreased perceptions of authenticity. Then, we report the results of four studies, which test our theorizing and identify key boundary conditions.

THEORETICAL BACKGROUND

The Positive Benefits of Heritage Branding and Product Enhancements

We begin by reviewing research on heritage branding and product enhancements. In the consumer literature, heritage branding is often defined as a marketing strategy that highlights a brand's long-standing history and values. For example, Urde et al. (2007, 4) define brand heritage as "a dimension of a brand's identity found in its track record, longevity, core values, use of symbols, and particularly in an organizational belief that its history is important." Relatedly, Hakala et al. (2011, 454) define brand heritage as "a composite concept incorporating the history of the brand in numbers of years of operation and the power of the brand story over time, as well as the consistency and continuity of the core values, the product brands, and the visual symbols."

Heritage branding can provide value to consumers in multiple ways: It can increase expectations about product quality stemming from the belief that the products have "stood the test of time" (Pecot et al. 2018; Wuestefeld et al. 2012). It can also provide less tangible sources of value, such as a felt connection to history and a sense of permanence (Alexander 2009; Ballantyne, Warren, and Nobbs 2006; Beverland 2006; Simms and Trott 2006). A number of researchers have discussed how prominent heritage brands create value for consumers through a diverse set of practices. For example, brands like Anheuser-Busch focus on longevity and multigenerational family ownership (Burghausen and Balmer 2014; Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012). Heritage brands have also been proposed to increase value

through their alignment with sincerity characteristics (Aaker 1996; Liebreuz-Himes, Shamma, and Dyer 2007) and a set of core values (Urde et al. 2007; Wuestefeld et al. 2012).

Heritage branding also appears to enhance consumer perceptions even when the brand is unfamiliar. For example, Rose et al. (2016) asked participants to read about a hypothetical brand and manipulated several factors, including the presence of an established date, whether the company was known for a flagship product, and whether the brand was independently-based in a small village (or was part of a multinational corporation). When such heritage cues were present, participants reported higher levels of trust and positive emotions toward the brand, which led to an increase in purchase intentions. Related work by Pecot et al. (2018) manipulated the heritage branding of a fictional brand via company bios that included a black and white photo of an older building (vs. a more modern building) and a logo in a traditional (vs. modern) font. The presence of these heritage cues increased perceptions of brand credibility and willingness to pay for the brand's product. Thus, heritage branding may involve several different cues, all of which generally seem to increase consumer evaluations, including liking, trust, and brand credibility.

In a similar vein, prior research has found that when companies improve their products, those actions typically have a positive effect on product evaluations. Such improvements may be implemented either by changing features of existing products (Carpenter, Glazer, and Nakamoto 1994; Mukherjee and Hoyer 2001) or by releasing “new and improved” versions (i.e., enhanced products) (Moreau, Lehmann, and Markman 2001; Mugge and Dahl 2013).²

² We focus on the consumer response to product changes that offer benefits that are functionally superior to existing products. Such changes can be defined as either “product enhancements” (where the product name/version remains the same) or “enhanced products” (where the product name/version changes) (e.g., “Colgate toothpaste, now with whitening” versus “New Apple iPhone 12”). In the current studies, we focus on the latter concept of “enhanced products.” This was done in order to (a) clearly distinguish the original and new product and (b) avoid confounds stemming from any beliefs about a particular type of feature enhancement.

Not only are enhancements generally regarded favorably (Carpenter et al. 1994; Mukherjee and Hoyer 2001; Nowlis and Simonson 1996), but often, consumers may seek out products with enhanced features even if they know little about the benefits of those features. For example, Mukherjee and Hoyer (2001) found that adding a novel feature to a familiar product increased product appeal even when the feature's specific function was unknown (Nowlis and Simonson 1996). There are a few cases in which enhancements have been shown to have negative effects. For example, Mukherjee and Hoyer (2001) found that when a product is already complex, the addition of more features can overwhelm consumers. Thompson, Hamilton, and Rust (2005) investigated a related phenomenon called "feature fatigue," where they show that additional features may create confusion and decrease usability during consumer use. As a whole, however, prior work has shown that enhancements generally increase product evaluations either because of inferences about improved functionality or increased attention and engagement.

Taken together, the research reviewed above suggests that both heritage branding and enhancements are evaluated favorably by consumers. Therefore, it is reasonable to suspect that when a heritage brand releases a new and improved product, that product should be received positively by consumers. For example, a consumer might reason, "this is an even better product from a known and trusted brand." However, for reasons that we outline below, we actually predict the opposite. Specifically, we suggest that when heritage brands release enhanced versions of their flagship products,³ consumers perceive the brand as less authentic, which in turn, decreases consumer evaluations of enhanced products.

³ We focus on flagship products; however, we do think that our reasoning would extend to the related concept of iconic products. Iconic products are those that have an agreed upon meaning or association by a culture or external audience (Holt 2004; LaTour, LaTour, and Zinkhan 2010), while flagship products can refer to simply products that the brand has strategically positioned as core to its identity (John et al. 1998). Because we tested unfamiliar brands, we focus on flagship products to avoid relying on a product's pre-existing associations.

When Authenticity Undermines Evaluations of Product Changes

A growing body of research has found that perceptions of authenticity play an important role in shaping consumer preferences across a number of contexts (Beverland, Lindgreen, and Vink 2008; Carroll 2015; Carroll and Wheaton 2009; Grayson and Martinec 2004; Morhart et al. 2015; Moulard, Raggio, and Folse 2021; Newman and Smith 2016; Nunes, Ordanini, and Giambastini 2021; Reisinger and Steiner 2006; Rose and Wood 2005). Although the concept of authenticity has been defined in various ways, there is a consensus that perceptions of authenticity often emerge from a verification process (Newman and Dhar 2014). In other words, authenticity is a dimension along which products, services, and experiences are evaluated. When consumers assess authenticity, they evaluate whether an entity is, in fact, what it purports to be (Newman and Dhar 2014). For example, a Picasso painting is authentic if consumers can verify that it was indeed painted by Picasso. In this case, perceptions of authenticity are derived from information regarding whether the painting was created by a particular person.

In the case of heritage branding, the brand aims to make its products and services more attractive to consumers by highlighting information associated with its long-standing history and values. But in order for that strategy to be effective, consumers have to perceive those claims as authentic (Morhart et al. 2015). Therefore, heritage branding is a marketing strategy that highlights certain claims about a brand or product, whereas authenticity is a subsequent judgment about the veracity of those claims. This then raises the question of how consumers assess the authenticity of heritage branding.

For heritage branding, we suggest that perceptions of authenticity are primarily informed by assessments of the brand's consistency. We theorize that consistency in this context may be assessed in two distinct ways: consistency across time (Lehman et al. 2019, 12) and consistency between external expressions and internal values (Lehman et al. 2019, 6). Authenticity that is assessed via consistency across time has been called *continuity authenticity* (Morhart et al. 2015). This may be signaled by brands using cues that suggest a connection to the brand's origin, such as an established date or the existence of a long-standing flagship product. In other words, when consumers assess the authenticity of a heritage brand with respect to continuity, they make judgments about the extent to which the brand has remained true to its origins and is consistent in a historical sense.

Authenticity derived from consistency between a brand's external expressions and its internal values is typically termed *integrity authenticity* (Morhart et al. 2015; Nunes et al. 2021). Here, the consistency of interest is not temporal in nature, but rather depends on perceptions of the firm's commitments and guiding principles. For instance, brands that are high in integrity authenticity are typically not driven by profit motives but rather act in a way that is consistent with a certain set of internally-held values (Morhart et al. 2015; Nunes et al. 2021). Accordingly, relevant heritage cues may include highlighting the brand's allegiance to its core values or the fact that the brand is family-owned. Thus, when consumers assess the authenticity of a heritage brand with respect to integrity, their judgments tend to center around the extent to which the brand has remained true to its underlying values.

The present research investigates how these two different types of consistency influence authenticity perceptions in distinct ways. In particular, we are interested in how they differentially affect evaluations of enhanced products, such as a new and improved version of a

flagship product. We expect that perceptions of continuity authenticity are diminished when a company releases an enhanced version of a flagship product. This is due to consumer beliefs that product changes or enhancements undermine consistency over time, and thus diminish perceptions of authenticity in terms of continuity. As a result, when brand heritage is made salient through the use of heritage cues that signal continuity (what we refer to here as, *longevity cues*), this may boost consumer evaluations of the original, flagship product, while also diminishing evaluations of the enhanced version (compared to similar products from non-heritage brands).

By contrast, we predict that perceptions of authenticity for brands that signal their heritage by highlighting their values will not be affected by the introduction of new or enhanced versions of their flagship products. This is due to consumer beliefs that product changes or enhancements do not necessarily undermine consistency with internal values. As a result, when brand heritage is made salient through the use of heritage cues that signal integrity (what we refer to here as *values cues*), perceptions of authenticity and interest in the brand's products are not likely to be affected by the introduction of product changes or improvements. Thus, we identify two distinct routes through which heritage branding can impact perceptions of authenticity (continuity vs. integrity), which in turn, hold different implications for how enhanced products are evaluated.

Taken together, this theorizing not only explains the counterintuitive effect regarding evaluations of enhanced products, but also makes predictions about the specific conditions under which such effects are likely to emerge—i.e., when heritage branding makes claims about longevity, but not when it makes claims about values. Moreover, these results contribute to existing research on authenticity by providing a more granular understanding of the consistency

dimension of authenticity (Lehman et al. 2019). Specifically, we show how evaluations of authenticity in the context of heritage branding may follow distinct pathways through assessments of consistency with respect to either continuity or integrity.

It is important to note that although this work is, to our knowledge, the first to directly examine how evaluations of enhanced products are impacted by perceptions of brand authenticity, there are several articles that lend support to our core proposal. For example, in music, qualitative research has discussed the importance of the original performance or recording (Davies 1987; Peterson 1999); in the wine industry, consumers place a premium on original production methods (Beverland 2005); and in tourism, consumers seek to connect to the original, historical roots of an experience (Belk and Costa 1998; Chhabra, Healy, and Sills 2003). The current studies extend this research by examining how perceptions of authenticity are moderated by different forms of heritage branding. That is, unlike research that has examined authenticity solely as a mechanism underlying consumer evaluations of brands (Spiggle, Nguyen, and Caravella 2012), we examine how the type of heritage branding can moderate the way in which consumers assess authenticity and subsequent product evaluations.

OVERVIEW OF STUDIES

Study 1 investigated the two distinct routes through which heritage branding impacts perceptions of authenticity. We found that certain heritage cues (i.e., longevity cues) selectively affect the extent to which a brand is seen as authentic with respect to continuity. By contrast, we identified another set of heritage cues (i.e., values cues) that selectively affects the extent to which a brand is perceived as authentic with respect to its integrity.

Study 2 then examined evaluations of an actual product in the lab. To test our core effect of interest, we manipulated heritage branding via the presence (vs. absence) of longevity cues. Participants were then asked to sample a product advertised as either the “original” version or a “new and improved” version. We found that not only does heritage branding through longevity cues cause the enhanced product to be rated less favorably than the original version; it also causes the enhanced product from a heritage brand to be rated less favorably than an analogous enhanced product from a non-heritage (control) brand.

Study 3 explored the underlying mechanism behind the results of study 2 as well as a key boundary condition. Here, we found that participants rate the enhanced product negatively only when the brand highlighted heritage cues associated with longevity, but not when the brand highlighted heritage cues associated with its values. Thus, we establish that different types of heritage branding moderate how enhanced products are evaluated. This study also used mediation analyses to demonstrate that the negative effect of enhancements on consumer evaluations is explained by decreases in perceived continuity but not through perceived integrity.

Study 4 explored an additional boundary condition. Specifically, we theorize that product changes disrupt the perceived connection with the brand’s origin (continuity). Therefore, we predicted that negative evaluations of an enhanced product should be attenuated when the enhanced product is reframed as consistent with the brand’s origin. Supporting this prediction, study 4 found that heritage brands can circumvent negative evaluations of enhanced products by reframing those enhancements as consistent with the brand’s origin.

STUDY 1: HERITAGE CUES AND AUTHENTICITY PERCEPTIONS

Study 1 examined which commonly used heritage cues lead consumers to assess brand authenticity with respect to continuity versus integrity. We theorize that certain types of heritage cues (but not all) lead continuity to be more central to authenticity judgments, resulting in negative evaluations of enhanced products. Other heritage cues, however, are more likely to align authenticity with integrity and, thus, are less likely to result in negative evaluations of enhancements. To distinguish between these two different types of heritage cues, we began by reviewing the existing literature on heritage branding to identify the different cues that are typically employed (Balmer and Hudson 2013; Desai, Kalra, and Murthi 2008; Dion and Mazzalovo 2016; Liebreuz-Himes et al. 2007; Pecot et al. 2018; Rindell, Santos, and de Lima 2015; Rose et al. 2016; Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012).

Based on this literature review, we elected to focus on six types of heritage branding cues: these included *duration* (i.e., the company has been in business for a long time), *original location* (i.e., the company operates in the same location where it was founded), *family-ownership* (i.e., the company is family-owned), *core values* (i.e., the company is guided by a set of core values), *symbols* (e.g., black and white imagery), and *flagship product* (i.e., the company is well-known for a particular product).

Our aim was to identify which of these heritage cues are strongly related to continuity versus integrity perceptions. This was accomplished by using the Perceived Brand Authenticity scale (hereafter referred to as PBA; Morhart et al. 2015), which is a reliable and validated 15-item scale designed to measure the extent to which consumers view a particular brand as authentic. The PBA scale is composed of four subscales, which reflect different dimensions of brand authenticity: continuity, integrity, credibility, and symbolism.

In study 1a, we told participants about a hypothetical brand and, between-subjects, manipulated the presence (or absence) of the six heritage cues. After reading about the brand, all participants completed the PBA scale in relation to each cue. The results of study 1a suggested that, indeed, some of the heritage cues (duration and flagship product) appeared to have greater effects on perceptions of continuity (compared to the other authenticity dimensions). We refer to the heritage cues that selectively affected continuity authenticity as longevity cues. Interestingly, we also observed that the other three dimensions of authenticity (integrity, credibility, and symbolism) patterned together to form a single factor, with integrity emerging as the most salient dimension within this factor. A different set of heritage cues (family ownership and core values) appeared to affect that factor. We refer to the heritage cues that selectively affected integrity authenticity (along with credibility and symbolism) as values cues.

In a follow-up study 1b, we collapsed the longevity cues versus the values cues to create short company bios that varied on whether they were high (vs. low) in longevity and high (vs. low) in values. Using these more naturalistic stimuli in tandem with the PBA scale, we replicated the dissociation between continuity and integrity authenticity. Thus, study 1b served as a confirmatory test of the patterns identified in study 1a.

STUDY 1A

Method

We recruited 599 participants ($M_{\text{age}} = 38.99$; 58% female) from Prolific. Participants were randomly assigned to one of 12 conditions in a 6 (heritage cue type: duration, flagship product,⁴ symbols, family-ownership, core values, original location) X 2 (salience: present vs. absent) between-subjects design.

Insert Table 1 about here

Participants were informed that they would read information about a brand (which we always referred to as “Brand A”) and answer a few questions about it. On the next page, participants read a brief sentence about Brand A (table 1 details the manipulation used for each heritage cue with all stimuli in web appendix A). Then, all participants rated the brand on the 15-item PBA scale (see table 2 for individual items; Morhart et al. 2015). For each scale item, participants responded using a 9-point scale (1 = Strongly Disagree, 9 = Strongly Agree). Additionally, given that participants were provided with very little information about the brand, they were also given the option to select “I do not have enough information to answer.”

Results and Discussion

We first conducted a factor analysis (Oblimin rotation) of the 15 PBA items to identify the latent structure among the dependent variables. This analysis indicated that the items formed two reliable factors with Eigenvalues > 1 , which together accounted for 81% of the variance in scores. The first factor consisted of the four items that measured continuity authenticity. The

⁴ For the flagship product cue, we conducted an additional test to confirm that the same pattern of results holds when using the term “flagship product” instead of “signature product” (see web appendix F).

second factor consisted of the other eleven items, with the integrity subscale items having the highest factor loadings (see table 2). Based on this analysis, we averaged the items that loaded onto the first factor to create an index of continuity authenticity ($\alpha = .95$) and averaged the items that loaded onto the second factor to create an index, which we labeled integrity authenticity (since the integrity subscale items had the highest loadings on that factor; $\alpha = .97$). Instances in which participants indicated that they did not have enough information to answer were omitted pairwise so that we were able to use all available responses. Notably, the results of study 1a replicated using just the 4-item continuity authenticity and 4-item integrity authenticity PBA subscales (see web appendix G).

Insert Table 2 about here

We then conducted an omnibus 6 X 2 X 2 repeated-measures ANOVA using cue type and cue salience as between-subjects factors, and type of authenticity (continuity authenticity vs. integrity authenticity) as a within-subjects factor. This analysis indicated a significant three-way interaction, $F(5, 380) = 26.05, p < .001, \eta_p^2 = .26$.

For each heritage cue, we then examined the effects of cue salience (present vs. absent) on the two authenticity dimensions. The results of this analysis are reported in table 3. In sum, we found that the cues of duration and flagship product had larger effects on perceptions of continuity authenticity than on integrity authenticity. By contrast, the cues of family ownership and core values had larger effects on perceptions of integrity authenticity. As manipulated here, the original location cue had roughly equivalent effects on continuity authenticity and integrity authenticity, while the use of symbols (black and white vs. color photographs) had minimal

effects on both dimensions. The same pattern of results was replicated with an independent group of participants (see web appendix H).

Insert Table 3 about here

These results suggested two different routes through which heritage cues can affect perceptions of authenticity: continuity versus integrity. In particular, we found that duration and flagship product cues selectively affected perceptions of continuity authenticity (longevity cues). By contrast, family ownership and core values selectively affected perceptions of integrity authenticity (values cues). To explore these patterns further, study 1b combined the heritage cues to create vignettes that varied (high vs. low) on longevity and values cues.

STUDY 1B

Method

Based on the patterns identified in study 1a, we combined the heritage cues to form a set of company bios. Specifically, the heritage cues tested in study 1a appeared to cluster into either longevity cues or values cues. Therefore, we created four vignettes that manipulated the type of cue (longevity vs. values) and whether that cue type was salient (high vs. low). The vignettes were as follows:

[High Longevity / High Values]

Brand A was originally founded many years ago. It is well-known for its signature product and style, which has remained unchanged.

Brand A is also family-owned and operated. It manufactures all of its products in the hometown, where it was founded and remains committed to its original set of core values.

[High Longevity / Low Values]

Brand A was originally founded many years ago. It is well-known for its signature product and style, which has remained unchanged.

Recently, however, Brand A was purchased by an outside investment group with a new mission and market strategy. Although the brand maintains the highest quality standards, it now manufactures its signature products overseas.

[Low Longevity / High Values]

Brand A is family-owned and operated. It manufactures all of its products in the hometown, where it was founded and remains committed to its original set of core values.

However, Brand A was founded only recently. It is still trying to develop its signature product and style and is currently experimenting with many different types of offerings and methods of manufacturing.

[Low Longevity / Low Values]

Brand A is owned by an outside investment group. The brand was founded recently with a new mission and market strategy. Although the brand maintains the highest quality standards, all of its products are manufactured overseas.

Brand A is still trying to develop its signature product and style and is currently experimenting with many different types of offerings and methods of manufacturing.

We recruited a new group of 405 participants ($M_{\text{age}} = 40.35$; 49% female) from Amazon's Mechanical Turk. Participants were randomly assigned to read one of four vignettes above in a 2 (longevity cues: high vs. low) X 2 (values cues: high vs. low) between-subjects design. They then completed the PBA scale consistent with study 1a (see web appendix B for all stimuli).

Results and Discussion

We first conducted a factor analysis (Oblimin rotation) of the 15 PBA items (see web appendix I for details). This analysis indicated that the items again formed two factors, which together accounted for 83% of the variance in scores. Based on this analysis, we averaged the items that loaded onto the first factor to create a measure of continuity authenticity ($\alpha = .94$) and the items that loaded onto the second factor to create a measure of integrity authenticity ($\alpha = .98$). Instances in which participants indicated that they did not have enough information to answer were omitted pairwise so that we were able to use all available responses. Of note, the results of study 1b replicated using the original 4-item continuity authenticity and 4-item integrity authenticity PBA subscales (see web appendix J).

We then conducted an omnibus 2 X 2 X 2 repeated-measures ANOVA using longevity cues (high vs. low) and values cues (high vs. low) as between-subjects factors, and the type of authenticity (continuity authenticity vs. integrity authenticity) as a within-subjects factor. This analysis indicated a significant two-way interaction between the manipulation of longevity cues (high vs. low) and the type of authenticity, $F(1, 382) = 402.83, p < .001, \eta_p^2 = .51$, and a significant two-way interaction between the manipulation of values cues (high vs. low) and the

type of authenticity, $F(1, 382) = 84.32, p < .001, \eta_p^2 = .18$ (see figure 1). The three-way interaction was not significant, $F(1, 382) = 3.15, p = .08$.

Ratings of Continuity Authenticity. For continuity perceptions, 4.0% of participants indicated that there was not enough information to answer any of the four items in the subscale. Of the remaining participants, an ANOVA revealed a main effect of longevity cues on continuity authenticity ($M_{\text{high-longevity}} = 7.47, SD = 1.33$ vs. $M_{\text{low-longevity}} = 4.12, SD = 2.24$); $F(1, 385) = 335.67, p < .001, d = 1.82$. By contrast, the manipulation of values cues did not have a significant effect on continuity authenticity ($M_{\text{high-values}} = 5.91, SD = 2.68$ vs. $M_{\text{low-values}} = 5.74, SD = 2.26$); $F(1, 385) = 3.44, p = .064$.

Ratings of Integrity Authenticity. For integrity perceptions, 1.7% of participants indicated that there was not enough information to answer any of the eleven items in the subscale. Of the remaining participants, an ANOVA revealed a main effect of values cues on integrity authenticity ($M_{\text{high-values}} = 7.02, SD = 1.22$ vs. $M_{\text{low-values}} = 5.13, SD = 1.72$; $F(1, 394) = 161.73, p < .001, \eta_p^2 = .29$), while manipulation of longevity cues had no effect ($M_{\text{high-longevity}} = 6.04, SD = 1.98$ vs. $M_{\text{low-longevity}} = 6.11, SD = 1.52$; $F(1, 394) = 0.01, p = .95$).

Insert Figure 1 about here

Study 1b supported the patterns identified in study 1a using a more ecologically valid set of stimuli. When participants were asked to rate the hypothetical brands on the PBA scale, we found that the longevity cues selectively affected ratings of continuity authenticity, while the values cues affected ratings of integrity authenticity. Interestingly, we did not observe spillover effects from one type of cue (e.g., longevity) to multiple forms of authenticity, suggesting that in

the context of heritage branding, continuity and integrity authenticity appear to be distinct dimensions. Together, studies 1a and 1b identified which heritage cues make continuity perceptions salient in assessments of brand authenticity. In the following studies, we examine how the use of such heritage cues differentially influences evaluations of enhanced products.⁵

STUDY 2: EVALUATIONS OF ENHANCED PRODUCTS

Study 2 examined our core phenomenon of interest: whether the use of longevity-based heritage branding can reduce consumers' evaluations of enhanced products. We theorize that heritage branding that highlights longevity cues aligns authenticity with perceptions of continuity, thereby lowering consumers' evaluations of enhanced products. Thus, as an initial test of our core effect, study 2 tested whether establishing brand heritage only using longevity cues causes an enhanced product to be evaluated less favorably than the original version.

To examine this, we recruited participants to a campus laboratory to sample an actual product. Before sampling the product, participants read a company bio, which manipulated whether the company was positioned as a heritage brand (high longevity cues) or a control brand (low longevity cues). After viewing the brand advertisement, participants were asked to try the product, which was described as using the brand's original formula (original product condition) or a new and improved formula (enhanced product condition). In this study, we operationalized

⁵ Given that the integrity subscale items of the PBA scale had the highest loadings on the second factor and that the pattern of results for studies 1a and 1b was replicated using four original integrity subscale items (web appendices G and J), we use the 8 items that were included in the original continuity and integrity PBA subscales (rather than the full 15-item PBA scale) in subsequent studies.

the enhanced product as a newly developed, functionally superior version that replaced the brand's original flagship product. This mirrors a common market practice where brands enhance their flagship products by replacing them with new versions of the product (e.g., iPhone 12).

Importantly, all participants sampled the same product. Consistent with our theorizing, we predicted that the enhanced product would be evaluated less favorably than the original product in the heritage brand conditions. However, in the control conditions, we predicted the opposite effect, where participants would rate the enhanced product more favorably than the original product. This was based on prior work showing that consumers tend to respond positively to product improvements (e.g., Nowlis and Simonson 1996).

Furthermore, this experiment manipulated both heritage branding (vs. control) and product type (original vs. enhanced) in a between-subjects design. This is important because while previous research suggests that heritage branding can increase consumer interest in the original versions of products (Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012), it is unclear how heritage branding may affect consumer evaluations of enhanced products. It could be, for example, that while heritage branding makes the original product more attractive, it also has positive spillover effects on the enhanced product.

Finally, this design also allowed us to address an important alternative explanation. It could be that heritage branding boosts evaluations of original products because of quality inferences. For example, consumers may infer that the original product is high quality because it has remained unchanged for a long time. By comparing enhanced products from heritage brands against identical enhanced products from control brands, we are able to distinguish a quality inference explanation from our authenticity account. Specifically, a quality inference account would predict that both products would be seen as equally desirable. However, our authenticity

account predicts that the enhanced product from the heritage brand would be evaluated less favorably than the enhanced product from the control brand.

Method

We recruited 416 participants to a university laboratory ($M_{\text{age}} = 29.76$; 64% female). Participants were randomly assigned to one of four conditions in a 2 (brand type: heritage vs. control) X 2 (product type: original vs. enhanced) between-subjects design. Participants completed the survey in individual testing rooms with a laptop and a product sample placed on a desk (see figure 2).

Insert Figure 2 about here

All participants were first asked to read about a cosmetics brand *Rêve* (the brand and product were fictional, which was not disclosed to participants). Based on the finding of study 1, we manipulated brand heritage via drawing from the longevity cues. Specifically, we manipulated duration by providing different established dates between the heritage (established in 1917) and control (established in 2017) conditions. We provided established dates in both the heritage and control conditions to reduce the extent to which participants in the control condition would make different inferences about the actual age of the company. In keeping with this aim, we also varied company bios in terms of their use of traditional (vs. modern) fonts and black and white (vs. color) images (see web appendix C for all stimuli). Although black and white imagery had minimal effects on continuity authenticity in study 1a, we used these visual cues to reinforce

the manipulation of longevity. Of note, we did not include the flagship product cue in the heritage condition. We elected to do so because highlighting the brand’s original flagship product only in the heritage brand condition (vs. not highlighting it in the control condition) could artificially increase the appeal of the original flagship product in the heritage condition. Thus, we focused on emphasizing the duration cue in this study in order to provide a more conservative test of our proposed effects.

The text presented across the two conditions was as follows [heritage condition text in brackets]:

Our Brand [Our Heritage]

Armand Petitjean’s passion for formulating the perfect skin-healing cream started recently [has deep roots in the old-world French apothecary]. Armand suffered burns on his left hand while working as a biochemist in his laboratory [an apprentice pharmacist], and that changed his life forever. He could not find anything to heal his scorched skin and spent 5 years searching for a formula that heals and optimizes skin function. When Armand finally discovered his skin-healing formula, he founded his own beauty house, *Rêve*, in 2017 [1917].

Since its founding in 2017 [1917], the brand has focused on developing its expertise in skincare products.

On the same page, we included an attention check question, which asked, “What year was *Rêve* founded?” The options were: 1917, 2017, or “don’t know.”

Heritage Brand Pretest. To ensure that these different company bios successfully manipulated perceptions of brand heritage, we recruited 100 participants from Prolific ($M_{\text{age}} = 33.53$; 64% female) and randomly assigned them to read the company bios presented in either

the heritage condition or the control condition. Participants then rated the extent to which they agreed with the following statement: “I consider *Rêve* to be a heritage brand” (1 = Definitely Disagree, 9 = Definitely Agree). Indeed, we found that *Rêve* was perceived as a heritage brand significantly more in the heritage condition than in the control condition ($M_{\text{heritage}} = 7.54$, $SD = 1.36$ vs. $M_{\text{control}} = 3.92$, $SD = 2.22$); $t(98) = 9.83$, $p < .001$, $d = 1.97$.

Continuity Authenticity Pretest. To ensure that we selectively manipulated perceptions of continuity authenticity, we recruited 100 participants from Prolific ($M_{\text{age}} = 38.44$, 61% women) and had them read the brand bios either from the heritage or control conditions. Then, participants completed the continuity ($\alpha = .88$) and integrity subscales ($\alpha = .89$) of the PBA (items were presented in randomized order). We found that the brand bio used in heritage condition was rated as significantly higher on continuity authenticity than the bio used in the control condition ($M_{\text{heritage}} = 6.94$, $SD = 1.11$ vs. $M_{\text{control}} = 5.91$, $SD = 1.71$); $t(98) = 3.50$, $p = .001$, $d = 0.71$. However, the two brand bios did not significantly differ on integrity authenticity ($M_{\text{heritage}} = 6.36$, $SD = 1.10$ vs. $M_{\text{control}} = 6.63$, $SD = 1.31$); $t(98) = -1.07$, $p = .29$.

Participants in the main experiment then read that the sample product (placed on the table in front of them) was either the original formula or an enhanced formula. Participants in the original product condition read the following [heritage condition text in brackets]:

This is Crème pour les mains™. This hand cream uses the original formula that was developed when the company was founded in 2017 [1917].

Crème pour les mains™ instantly nourishes and moisturizes dry hands, protecting against daily damage.

Participants in the enhanced product condition read the following [heritage condition text in brackets]:

This is the new and improved Crème pour les mains ADVANCED™. It recently replaced Crème pour les mains™, the original hand cream that was developed when the company was founded in 2017 [1917]. The new hand cream uses a newly developed formula that draws on the latest scientific research.

Crème pour les mains ADVANCED™ instantly nourishes and moisturizes dry hands, protecting against daily damage.

Below the product descriptions, participants completed a second attention check question: “The product you are going to sample today is...” and participants responded either: (a) “a hand cream that uses the brand’s original formula, which has not been changed since the brand’s founding” or (b) “a hand cream that uses the brand’s newly developed formula that has replaced the brand’s original formula.”

All participants were then asked to sample the hand cream and rate it along several dimensions. The first four items taken from Argo and Dahl (2018) measured ratings of the product: To what extent was your overall impression of the hand cream favorable (vs. unfavorable)? (1 = Unfavorable, 9 = Favorable); To what extent was your overall impression of the hand cream positive (vs. negative)? (1 = Negative, 9 = Positive); Overall, to what extent did you see the hand cream as desirable (vs. undesirable)? (1 = Undesirable, 9 = Desirable); To what extent did you like (vs. dislike) the hand cream? (1 = Dislike, 9 = Like). These items were highly correlated ($\alpha = .96$) and were averaged to create a composite measure of product evaluations.

We also asked participants to respond to a set of exploratory measures that were designed to assess behavioral intentions. Participants indicated their agreement with the following: I would consider purchasing this hand cream; I would be interested in using this hand cream again; I would recommend this hand cream to others (1 = Not at all, 9 = Very much so). These

items were highly correlated ($\alpha = .93$) and were averaged to create a composite measure of behavioral intentions.

At the end of the study, participants were asked whether they actually tried the sample product (yes or no). Forty-two participants who either did not correctly answer both of the attention check questions (25 participants) or did not sample the product (17 participants) as instructed were removed from the analyses, leaving a total of 374 participants ($M_{\text{age}} = 29.54$; 65% female). The number of exclusions did not systematically vary across the four conditions, $X^2(3, N = 416) = 2.22, p = .53$.

Results

Product Evaluations. We conducted a 2 (brand type: heritage vs. control) X 2 (product type: original vs. enhanced) ANOVA. This analysis indicated that there was no main effect of brand type ($M_{\text{heritage}} = 6.34, SD = 1.86$ vs. $M_{\text{control}} = 6.49, SD = 1.73$; $F(1, 370) = 0.62, p = .43$) and no main effect of product type ($M_{\text{enhanced}} = 6.35, SD = 1.90$ vs. $M_{\text{original}} = 6.47, SD = 1.69$; $F(1, 370) = 0.23, p = .64$). However, there was a significant interaction between brand type and product type, $F(1, 370) = 7.12, p = .008, \eta_p^2 = .019$ (see figure 3).

Insert Figure 3 about here

For the heritage brand, participants rated the enhanced hand cream less favorably than the original hand cream ($M_{\text{enhanced}} = 6.09, SD = 1.97$ vs. $M_{\text{original}} = 6.68, SD = 1.66$); $F(1, 370) = 5.01, p = .026, d = 0.32$. However, for the control brand, ratings of the original and enhanced product did not significantly differ ($M_{\text{enhanced}} = 6.73, SD = 1.75$ vs. $M_{\text{original}} = 6.32, SD = 1.70$); $F(1, 370)$

= 2.37, $p = .13$. Furthermore, participants rated the enhanced formula from the heritage brand significantly lower than the enhanced formula from the control brand, $F(1, 370) = 5.88, p = .016, d = 0.34$.

Behavioral Intentions. On average, ratings on the behavioral intentions were significantly lower than the product evaluations ($M_{\text{behavioral intentions}} = 5.46, SD = 2.23$ vs. $M_{\text{product evaluations}} = 6.41, SD = 1.80; t(370) = 14.75, p < .001, d = 0.47$), and several participants spontaneously mentioned that they did not purchase or use hand cream. A two-way ANOVA indicated no main effect of brand type ($M_{\text{heritage}} = 5.45, SD = 2.24$ vs. $M_{\text{control}} = 5.47, SD = 2.22; F(1, 370) = 0.015, p = .90$) and no main effect of product type ($M_{\text{enhanced}} = 5.46, SD = 2.26$ vs. $M_{\text{original}} = 5.45, SD = 2.20; F(1, 370) = 0.005, p = .94$). Nonetheless, we found a marginally significant interaction between brand type and product type ($F(1, 370) = 3.83, p = .051, \eta_p^2 = .010$). To further examine this interaction, we conducted a series of planned contrasts. However, the simple effect of product type for the heritage brand ($M_{\text{original}} = 5.70, SD = 2.23$ vs. $M_{\text{enhanced}} = 5.26, SD = 2.24; F(1, 370) = 1.81, p = .18$) and the control brand ($M_{\text{enhanced}} = 5.75, SD = 2.26$ vs. $M_{\text{original}} = 5.27, SD = 2.18; F(1, 370) = 2.01, p = .16$) did not reach statistical significance.

Omnibus Analysis. To test whether the overall pattern of response was consistent across the product evaluations and behavioral intentions measures, we conducted a repeated-measures ANOVA with brand type (heritage vs. control) and product type (original vs. enhanced) as between-subjects factors and measure type (evaluations vs. behavioral intentions) as a within-subjects factor. While there was no main effect of brand type ($F(1, 370) = 0.19, p = .66$) and product type ($F(1, 370) = 0.03, p = .86$), there was a significant effect of measure type ($F(1, 370) = 212.29, p < .001, \eta_p^2 = .37$). More importantly, this omnibus analysis replicated the two-way interaction between brand type and product type found in our analyses of product evaluations

($F(1, 370) = 5.66, p = .018, \eta_p^2 = .02$), and there was no three-way interaction between these factors, $F(1, 370) = 0.10, p = .75$. We also found the same pattern of results in an analysis that collapsed the product evaluations and behavioral intention items to form a single product assessments index (see web appendix K).

Discussion

Study 2 tested our core prediction by having participants actually sample a product in a lab setting. Despite the fact that participants sampled the same product in all conditions, when participants were exposed to heritage branding that employed longevity cues, they rated the enhanced product less favorably than the original product. However, in the control conditions, participants had similar ratings for the enhanced product and the original product.

Moreover, evaluations of the enhanced product from the heritage brand were significantly lower than evaluations of the enhanced product from the control brand. As noted previously, if quality inferences were instead driving the effects, we would expect these ratings to be the same or perhaps, the ratings of the enhanced product from the heritage (vs. control) brand to be higher due to a positive spillover effect of heritage branding. However, the lower ratings of the enhanced formula from the heritage brand (vs. the control brand) are consistent with the hypothesis that perceptions of authenticity, and not quality inferences, drive lower evaluations of enhanced products. In the following study, we build on these results by examining whether evaluations of enhanced products are moderated by the type of heritage cues that are employed.

STUDY 3: MODERATION BY HERITAGE CUE TYPE

The previous study demonstrated that heritage branding can lead to negative evaluations of enhanced products. In particular, study 2 showed that heritage branding that employs longevity cues can have a negative effect on evaluations of an enhanced product. These results provide initial support for our theorizing that the negative evaluation of enhanced products is associated with the disruption of continuity. However, we have not yet directly tested whether the effect is due to general perceptions of authenticity or is specifically associated with continuity authenticity.

Thus, study 3 examined whether this negative effect is moderated by the types of heritage cues used. We theorize that the results obtained in study 2 are driven by longevity cues leading consumers to assess authenticity with respect to consistency across time (captured by continuity authenticity). In this case, enhanced products likely decrease product evaluations because they disrupt the product's continuity over time. However, we predict that heritage branding that employs values cues should be less likely to result in lower evaluations of the enhanced (vs. original) product because values cues lead consumers to assess brand authenticity with respect to consistency between the brand's actions and internal values (captured by integrity authenticity). Thus, we predicted that when heritage brands employ values cues, the enhanced product would not be viewed less favorably than the original product.

To test this, we asked participants to read about an actual brand (Lodge), which manufactures cast-iron cookware. To enhance the ecological validity of the manipulation, we used language taken directly from the company's website (under the "our story" section of the website) and highlighted either longevity cues or values cues in the description of the brand.

Then, participants were asked to evaluate one of the brand's two product lines: The "Blacklock Collection," which used the original manufacturing techniques and designs, or the "Chef Collection," which used a new and improved design that is lighter-weight and more durable. Again, both product lines are actually offered by Lodge, and the language used to describe them was taken from the website. In study 3, we used a different operationalization of enhanced product from that of study 2. Here, the enhanced product did not replace the original version of the product and was simply described as a new product that is functionally superior to the original flagship product. We predicted that participants would rate the enhanced product less favorably than the original product when the brand highlighted longevity cues, but not when the brand highlighted values cues.

Additionally, study 3 provided a direct test for our proposed process. Although we have demonstrated that longevity cues selectively affect continuity authenticity (study 1) and that establishing brand heritage using those longevity cues can lead consumers to respond negatively to enhanced products (study 2), we have not yet provided mediation evidence. To test whether continuity authenticity indeed explains the negative evaluations of enhanced products, we asked participants to rate the perceived authenticity of the brand with respect to both continuity authenticity and integrity authenticity. We predicted that the negative evaluations of the enhanced product in the longevity cues conditions would be mediated by reduced perceptions of continuity, but not by perceptions of integrity.

Method

We recruited 601 participants ($M_{\text{age}} = 39.28$; 53% female) from Amazon's Mechanical Turk. Participants were randomly assigned in a 2 (heritage cues: longevity vs. values) X 2 (product type: original vs. enhanced) between-subjects design. They were all asked to read about the cookware brand, *Lodge*. We manipulated heritage type using language directly taken from the brand's website under the "our story" section. Figure 4 displays the brand bios in each set of conditions (panel (a) longevity cues, panel (b) values cues). In the longevity cue condition, we used both heritage cues identified in study 1a: a duration cue (establishment date, 1896) and a flagship product cue (120 years of experience creating heirloom quality cast iron cookware). In the values cue condition, we included the two values cues identified in study 1a (a family ownership cue and a core values cue) in the brand bio.

Insert Figure 4 about here

Heritage Brand Pretest. We conducted a pretest to ensure that the two bios successfully manipulated brand heritage and that the two bios portrayed *Lodge* as equally high in terms of brand heritage. We recruited 150 participants from Prolific ($M_{\text{age}} = 37.49$; 73% female) and randomly assigned them to one of the three conditions: a control condition, longevity cues condition, or values cues condition. Participants in the two heritage conditions viewed the same brand descriptions depicted above, while those in the control condition only saw the brand logo with a tagline "Lodge makes cookware the right way." Participants then rated the extent to which they agreed with the following statement: "I consider Lodge to be a heritage brand" (1 = Definitely Disagree, 9 = Definitely Agree). A one-way ANOVA revealed that *Lodge* was perceived as a heritage brand significantly more so in the longevity cues condition ($M = 7.40$, $SD = 1.44$; $t(147) = 5.25$, $p < .001$, $d = 1.08$) and values cues condition ($M = 7.08$, $SD = 1.84$; $t(147) = 4.40$, $p < .001$, $d = 0.81$) than in the control condition ($M = 5.54$, $SD = 1.97$). Moreover, brand

heritage ratings of the longevity and values conditions were not different from one another, $t(147) = 0.88, p = .38$.

Continuity Authenticity Pretest. We conducted a second pretest with 200 participants from Prolific ($M_{\text{age}} = 39.02$, 70% female) to ensure that the brand bio used in the longevity cues condition was perceived as higher on continuity authenticity and that the brand bio used in the values cue condition was perceived as higher on integrity authenticity. Participants saw either the longevity brand bio or the values brand bio and then completed the continuity and integrity portions of the PBA (in randomized order). We found that indeed, the bio that emphasized longevity cues was rated as significantly higher on continuity authenticity than the bio used in the values cues condition ($M_{\text{longevity}} = 8.05, SD = 0.89$ vs. $M_{\text{values}} = 7.71, SD = 1.21$); $t(198) = 2.25, p = .026, d = 0.32$. Conversely, the bio that emphasized values cues was rated as significantly higher on integrity authenticity than the bio used in the longevity cues condition ($M_{\text{longevity}} = 7.05, SD = 1.31$ vs. $M_{\text{values}} = 6.52, SD = 1.26$); $t(198) = -2.93, p = .004, d = 0.41$.

In the main experiment, following the brand bios (which either included longevity cues or values cues), participants read one of two product descriptions. Participants in the original product condition read the following:

Blacklock Collection: Named after the original Lodge Cast Iron foundry, the Blacklock Collection is made using our original casting and finishing methods, which have remained unchanged.

Participants in the enhanced product condition read the following:

Chef Collection: Our new and improved Chef Collection uses the latest technology and combines modern, lightweight design with our new triple-seasoned finish.

In both conditions, the text was accompanied by the same picture of cast-iron cookware (see web appendix D for all stimuli). After reading the assigned information, participants completed three attention check questions. The first attention check question asked participants whether *Lodge* is a family-owned company (True, False, or Don't know). The second question asked whether Lodge has been making cookware since 1896 (True, False, or Don't know). The third question asked: "the product described above is..." and participants chose between the two options: (a) made using the latest technology and (b) made using the original casting and finishing methods that have remained unchanged.

All participants were then asked to rate Lodge's products on the same four product rating items used in study 2 except we replaced the word "hand cream" with "product" (Argo and Dahl 2018). These items were highly correlated ($\alpha = .96$) and were averaged to create a composite measure of product evaluations. Finally, participants completed the continuity authenticity ($\alpha = .90$) and integrity authenticity ($\alpha = .89$) subscales of the PBA (Morhart et al. 2015).

Fifty-five participants who did not correctly answer at least one of the three attention check questions were removed from the analyses, leaving a total of 546 participants ($M_{\text{age}} = 39.62$; 53% female). The rate of exclusion in the longevity cues-enhanced product condition (15.7%) was significantly higher relative to other three conditions (ranged from 6% to 10%), $X^2(3, N = 601) = 10.27, p = .016$. However, the pattern of results did not significantly differ when we included all participants (see web appendix L for results without exclusions).

Results

Product Evaluations. We conducted a 2 (heritage type: longevity vs. values) X 2 (product type: original vs. enhanced) ANOVA on product evaluations. This analysis indicated no main effect of heritage type ($M_{\text{longevity}} = 7.64, SD = 1.35$ vs. $M_{\text{values}} = 7.55, SD = 1.28; F(1, 542) = 0.15, p = .70$). A main effect of product type revealed that the original product was rated higher than the enhanced product ($M_{\text{enhanced}} = 7.46, SD = 1.37$ vs. $M_{\text{original}} = 7.72, SD = 1.25; F(1, 542) = 5.27, p = .022, d = 0.20$). Importantly, there was a significant interaction between heritage type and product type, $F(1, 542) = 5.10, p = .024, \eta_p^2 = .010$ (see figure 5). When brand heritage was signaled using longevity cues, participants rated the enhanced product less favorably than the original product ($M_{\text{enhanced}} = 7.33, SD = 1.52$ vs. $M_{\text{original}} = 7.85, SD = 1.19; F(1, 542) = 10.01, p = .002, d = 0.38$). However, when brand heritage was signaled using values cues, ratings of the original and enhanced products did not significantly differ ($M_{\text{enhanced}} = 7.54, SD = 1.26$ vs. $M_{\text{original}} = 7.55, SD = 1.32; F(1, 542) = .001, p = .98$).

Insert Figure 5 about here

Ratings of Continuity Authenticity. Interestingly, offering an enhanced product appeared to reduce ratings of continuity authenticity, regardless of which heritage cues were initially highlighted. A two-way ANOVA revealed a significant main effect of product type ($M_{\text{original}} = 8.13, SD = 0.98$ vs. $M_{\text{enhanced}} = 7.84, SD = 1.13; F(1, 542) = 9.35, p = .002, \eta_p^2 = .017$), but no main effect of heritage type ($M_{\text{longevity}} = 8.03, SD = 1.05$ vs. $M_{\text{values}} = 7.95, SD = 1.07; F(1, 542) = 0.16, p = .69$) and no interaction ($F(1, 542) = 0.061, p = .81$). That is, in both the longevity cues ($M_{\text{original}} = 8.16, SD = 0.94$ vs. $M_{\text{enhanced}} = 7.85, SD = 1.18; F(1, 542) = 5.28, p = .022, d = 0.29$) and the values cues conditions ($M_{\text{original}} = 8.10, SD = 1.03$ vs. $M_{\text{enhanced}} = 7.84, SD = 1.10; F(1,$

542) = 4.10, $p = .043$, $d = 0.24$), *Lodge* was rated significantly lower on continuity authenticity when participants evaluated the enhanced product than when they evaluated the original product.

Ratings of Integrity Authenticity. By contrast, ratings of integrity authenticity were not significantly affected neither by heritage type ($M_{\text{values}} = 6.73$, $SD = 1.28$ vs. $M_{\text{longevity}} = 6.54$, $SD = 1.37$; $F(1, 542) = 3.50$, $p = .062$) nor by product type ($M_{\text{original}} = 6.69$, $SD = 1.36$ vs. $M_{\text{enhanced}} = 6.59$, $SD = 1.30$; $F(1, 542) = 1.46$, $p = .23$). Furthermore, there was no significant interaction between heritage type and product type, $F(1, 542) = 0.054$, $p = .82$. In both the longevity cues ($M_{\text{original}} = 6.61$, $SD = 1.39$ vs. $M_{\text{enhanced}} = 6.44$, $SD = 1.35$; $F(1, 542) = 1.00$, $p = .32$) and the values cues conditions ($M_{\text{original}} = 6.80$, $SD = 1.31$ vs. $M_{\text{enhanced}} = 6.68$, $SD = 1.26$; $F(1, 542) = .49$, $p = .48$), *Lodge* was not rated differently on integrity authenticity when participants evaluated the original versus the enhanced product.

Mediation. We then tested whether continuity authenticity ratings mediated the effect of product type on product evaluations. Given that there was neither a significant total effect (estimated effect = .004, $p = .98$) nor direct effect (estimated effect = .18, $p = .12$) of product type on evaluations in the values cue conditions, we conducted mediation analyses for the conditions in which longevity cues were highlighted. We included product type (original vs. enhanced) as the independent variable, continuity authenticity and integrity authenticity as mediators, and product evaluations as the dependent variable (PROCESS Model 4, Hayes 2013; 10,000 bootstrapped samples). In a competitive mediation model, continuity authenticity significantly mediated the reduced evaluations of the enhanced (vs. original) product (estimated indirect effect = .23, $SE = .11$, 95% CI = .03 to .46) while integrity authenticity did not (estimated indirect effect = .02, $SE = .03$, 95% CI = -.02 to .08).

Discussion

Study 3 demonstrated a key boundary condition of the negative effect of heritage branding on evaluations of enhanced products. Using an ecologically valid set of stimuli, we found that the type of heritage cue significantly moderated ratings of the original versus enhanced product. Consistent with study 2, heritage branding that employed longevity cues led the enhanced product to be evaluated more negatively than the original product. By contrast, heritage branding that highlighted values cues resulted in no significant difference between the enhanced and original products. Note that in the longevity cue condition, we replicated the negative effect of enhancement using a new operationalization of enhanced product. This suggests that our core effect is not limited to enhanced products that replace a flagship product (as demonstrated in study 2) and may generalize to other types of enhanced products.

Furthermore, we found direct support for our proposed process. In the longevity cues condition, we found that continuity authenticity (but not integrity authenticity) mediated the negative evaluations of enhanced products. This supports our core theorizing that longevity cues lead consumers to assess authenticity with respect to consistency across time (captured by continuity authenticity) such that product changes, which naturally disrupt the product's continuity over time, decrease product evaluations. However, this same relationship did not emerge when values cues were used. Specifically, participants in the values cues condition did not rate the enhanced product less favorably than the original product. This is consistent with our theorizing that values cues lead consumers to assess authenticity with respect to consistency between the brand's actions and internal values (captured by integrity authenticity) as opposed to consistency across time. In this case, consumers are less likely to evaluate the enhanced products

less favorably than the original product because changes made to the product do not disrupt the perceived continuity of the brand.

Interestingly, we did observe that introducing an enhanced product lowers continuity authenticity in both the longevity cues condition and the values cues condition. We interpret this effect to mean that for heritage brands, modifying a product may reduce perceptions of continuity authenticity, regardless of how the brand chooses to signal its heritage (via either longevity cues or values cues). However, when the company has established its heritage via values cues, this reduction in continuity authenticity does not affect consumer evaluations of the enhanced product. These results are consistent with the reasoning that values-based heritage branding leads consumers to be less likely to consider perceived continuity in forming their assessments of brand authenticity.

STUDY 4: MODERATION BY CONNECTION TO BRAND ORIGIN

In the final study, we sought to identify one way in which a brand may obviate negative evaluations of enhanced products, even when the brand's heritage has been established via longevity cues. Returning to the example of the "Chuck II," when the Chuck II was initially released, the messaging focused on how the new shoes were a bold departure from the previous model. For example, in press releases from Converse, then CEO Jim Calhoun was quoted as saying, "The launch of Chuck II is a ground-breaking moment for Converse as we continue to move the brand forward through creativity and innovation, ushering in not just a new sneaker, but a completely new way of thinking" (Converse Inc. 2015). Studies 1-3 demonstrated that enhanced products are evaluated negatively precisely because they are not seen as continuous

with the brand's origins, suggesting that Converse may have undermined consumers' perceptions of the Chuck II by framing their enhanced product as deviating from the brand's origin.

Based on our theorizing, we predicted that positioning the enhanced product as connected to the brand's origins should attenuate the negative effect. To test this, study 4 asked participants to read about a fictional condiment brand. All participants read the same brand description, in which we established heritage branding by only including longevity cues: duration cue (establishment date, 1911) and a flagship product cue (best known for its tomato sauce). Participants then read the description of the enhanced product. Similar to study 3, the enhanced product was described as a new and improved version of the tomato sauce the brand had developed after conducting blind taste tests.

In a between-subjects design, participants were assigned to one of three conditions: control, discontinuous framing, and continuous framing condition. Participants in the control condition read that the brand was releasing a new and improved tomato sauce. Those in the discontinuous condition read that the enhanced product was a "bold departure" from the original product. Those in the continuous condition read that the enhanced product was a "return to the company's historical roots." Participants were then randomly assigned to rate either the original or enhanced tomato sauce. In line with our reasoning, we predicted that participants would evaluate the enhanced product less favorably than the original product in the control and discontinuous conditions. However, we predicted that this effect would be attenuated if the enhanced product was framed as continuous with the brand's origin (i.e., continuous condition).

Method

We recruited 602 participants ($M_{age} = 34.41$, 46% female) from Prolific. Participants were randomly assigned to one of six conditions in a 3 (framing: control vs. continuous vs. discontinuous) X 2 (product: original vs. enhanced) between-subjects design. All participants read the same information about the condiment brand, Fratellino's (see web appendix E for all stimuli):

Fratellino's is an Italian-style sauce and condiment brand that was originally founded in 1911. It is best known for its "Original Recipe tomato sauce."

Fratellino's began over a century ago when Martina Fratellino started selling tomato sauce right from her front porch. Word started to spread about Martina's amazing sauce, which beautifully combined vine-ripened tomatoes and flavorful herbs. Soon, Fratellino's became a staple in homes across America.

Heritage Brand Pretest. We conducted a pretest to examine whether this brand bio led participants to view the company as a heritage brand. Fifty participants were recruited from Prolific ($M_{age} = 31.48$; 50% female) and were asked to read the brand bio (shown above) and respond to the following: "I consider Fratellino's to be a heritage brand" (1 = Not at all, 9 = Very much so). In comparison to the midpoint of the scale, participants indicated that they considered Fratellino's to be a heritage brand: $M = 7.48$ $SD = 1.23$; $t(49) = 14.22$, $p < .001$, $d = 2.02$.

Continuity Authenticity Pretest. In addition, to ensure that we had primed continuity authenticity (rather than integrity authenticity) with the brand bio, we had another 100 participants from Prolific ($M_{age} = 32.91$; 49% female) read the brand description shown above and complete the continuity and integrity authenticity portions of the PBA scale (in a randomized order). A paired-samples t-test showed that the brand was indeed seen as significantly higher on

continuity authenticity than on integrity authenticity ($M_{\text{continuity}} = 7.73$, $SD = 1.03$ vs. $M_{\text{integrity}} = 6.11$, $SD = 1.29$); $t(99) = 13.25$, $p < .001$, $d = 1.39$.

On the next page, all participants read that the brand decided to launch a new and enhanced product to meet the changing tastes of consumers:

Over time, consumers' tastes have changed. Recently, Fratellino's set out to create a new recipe that scores even better with today's consumers. After conducting several blind taste tests, Fratellino's created the new and improved "Family Table Recipe" tomato sauce.

In the control condition, participants read that the brand was releasing an enhanced product:

"We are proud to introduce our new Family Table Recipe tomato sauce," said Mark Lucali, the current CEO.

In the discontinuous condition, the brand framed the enhanced product as a departure from the brand's origin:

"We are proud to introduce our new Family Table Recipe tomato sauce," said Mark Lucali, the current CEO.

"We have used modern methods to improve the taste and texture of our product. The result is a bold departure from our Original Recipe. It is a recipe that appeals to everyone's tastes, which is not just a new recipe but a completely new way of thinking. We are proud to showcase our distinct leap forward."

In the continuous condition, the brand framed the same enhanced product as continuous with the brand's origin:

"We are proud to introduce our new Family Table Recipe tomato sauce," said Mark Lucali, the current CEO.

“Inspired by the traditional techniques Martina used to create her tomato sauce back in 1911, we have improved the taste and texture of our product. The result is a return to our company’s earliest beginnings. It is a recipe that appeals to everyone’s tastes, which is consistent with Martina's original vision to create a sauce that brings as many smiles as possible. We are proud to showcase our return to our true historical roots as a company.”

Participants were then asked to evaluate either the original or enhanced product using the same product rating items used in the previous study (Argo and Dahl 2018). These items formed a reliable scale ($\alpha = .95$) and were averaged to create a composite measure.

Results and Discussion

We conducted a 3 (framing: control vs. continuous vs. discontinuous) X 2 (product: original vs. enhanced) ANOVA. As predicted, we observed a significant interaction between enhancement framing and product type, $F(2, 596) = 8.99, p < .001, \eta_p^2 = .029$ (see figure 6). In addition, we observed a significant main effect of framing: participants had the highest evaluations of the original as well as the enhanced products when the enhanced product was framed as continuous with the brand’s origin ($M_{\text{continuous}} = 6.84, SD = 1.57$ vs. $M_{\text{control}} = 6.60, SD = 1.61$ vs. $M_{\text{discontinuous}} = 6.36, SD = 1.88; F(2, 596) = 4.11, p = .017, \eta_p^2 = .014$). There also was a significant main effect of product type: the original product was rated significantly more favorably than the enhanced product ($M_{\text{original}} = 7.12, SD = 1.38$ vs. $M_{\text{enhanced}} = 6.08, SD = 1.82; F(1, 596) = 64.97, p < .001, \eta_p^2 = .098$). In the control conditions, participants rated the enhanced product less favorably than the original product ($M_{\text{original}} = 7.20, SD = 1.27$ vs. $M_{\text{enhanced}} = 6.00, SD = 1.70; F(1, 596) = 28.71, p < .001, d = 0.80$). In the discontinuous framing conditions,

participants also rated the enhanced product less favorably than the original product ($M_{\text{original}} = 7.19, SD = 1.41$ vs. $M_{\text{enhanced}} = 5.57, SD = 1.93$; $F(1, 596) = 50.96, p < .001, d = 0.96$). However, in the continuous framing condition, we found that the ratings of the original and enhanced product did not significantly differ ($M_{\text{original}} = 6.99, SD = 1.45$ vs. $M_{\text{enhanced}} = 6.68, SD = 1.68$; $F(1, 596) = 1.94, p = .16$).

We also conducted an additional set of planned contrasts. We found that ratings of the enhanced product in the continuous framing condition ($M_{\text{continuous}} = 6.68$) was significantly higher than those in the control ($M_{\text{control}} = 6.00$; $t(298) = 2.71, p = .007, d = 0.40$) and discontinuous framing conditions ($M_{\text{discontinuous}} = 5.57$; $t(298) = 4.44, p < .001, d = 0.61$). Ratings of the original product in the continuous framing condition ($M_{\text{continuous}} = 6.99$), however, were not significantly different from those in the control ($M_{\text{control}} = 7.20$; $t(298) = 1.08, p = .28$) and discontinuous conditions ($M_{\text{discontinuous}} = 7.19$; $t(298) = 1.04, p = .30$).

Insert Figure 6 about here

Study 4 demonstrated that framing an enhanced product as continuous with the brand's origin can attenuate negative evaluations, even for heritage brands that employ longevity cues. That is, when the same enhanced product was framed to be consistent with the brand's origin, we no longer observed a negative effect of the enhancement on product evaluations. This effect further supports our theorizing that disrupting the perceived continuity with the brand's origin indeed explains the lower evaluations of enhanced products from heritage brands. Furthermore, study 4 introduces a practical way in which brands that use longevity-based heritage branding can enhance their products while circumventing negative inferences from consumers.

Interestingly, negative evaluations of the enhanced (vs. original) product were more pronounced in study 4 than in studies 2 and 3. That is, the effect size of our core effect (negative evaluations of enhanced product) was larger in study 4 ($d = 0.80$ in the control conditions and $d = 0.96$ in the discontinuous conditions) compared to studies 2 ($d = 0.32$) and 3 ($d = 0.38$). This pattern may be explained by the fact that, in study 4, participants rated the original product with the knowledge of an enhanced product. That is, the gap between evaluations of the original and enhanced product might have been amplified due to a contrast effect (Campbell, Lewis, and Hunt 1958): the original product is perceived as even more continuous with the brand's origin and hence more authentic. Relatedly, the effect may be pronounced in study 4 because a joint evaluation (vs. separate evaluation) makes 'authenticity' an even more meaningful and salient attribute in consumers' judgments of heritage-branded products (Hsee 1996).

GENERAL DISCUSSION

Heritage branding is a common marketing practice that has been shown to generally increase product appeal (Morhart et al. 2015; Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012). However, the present studies provide one of the first investigations into a potential cost of heritage branding. Across four studies and a variety of product domains (e.g., cosmetics, cookware, and food products), we find that certain heritage branding cues can reduce the appeal of enhanced products.

Prior research has documented the relevance of authenticity perceptions to heritage branding (Beverland 2005; Burghausen and Balmer 2014; Leigh et al. 2006; Napoli et al. 2014). However, to date, existing work has not systematically investigated how different brand heritage

cues are related to different authenticity dimensions. Study 1 demonstrated that longevity cues selectively affect perceptions of continuity authenticity, while values cues affect perceptions of integrity authenticity.

Study 2 then tested whether heritage branding that highlights continuity can indeed lower evaluations of enhanced products. We found that when brands employed longevity cues to establish brand heritage, participants rated the enhanced product less favorably than the original product. Moreover, we found that heritage branding lowered ratings of the enhanced product relative to when the same enhanced product was produced by a non-heritage brand.

Study 3 identified a key moderator of these effects by testing whether highlighting different types of heritage cues (longevity cues vs. values cues) significantly alters how enhanced products are subsequently evaluated. Establishing brand heritage using either longevity cues or values cues led participants to perceive the brand as a “heritage brand” to an equal extent. Nonetheless, we found significantly lower ratings of the enhanced product (vs. the original product) only when longevity cues were highlighted. These results are in line with our theorizing that enhanced products from heritage brands are evaluated negatively because enhancements specifically disrupt perceived continuity of the brand, but not other dimensions of authenticity. In addition, study 3 provided direct mediation evidence that reduced continuity perceptions indeed explain the lower evaluations of enhanced products.

Finally, study 4 identified a second boundary condition. This study demonstrated that even for heritage brands that establish themselves via longevity cues, negative evaluations of enhanced products can be ameliorated by highlighting connections with the brand’s origin, thus offering another practical insight for heritage brands seeking to update their flagship products.

Theoretical and Practical Implications

These findings have a number of theoretical and practical implications. Beyond documenting a potential cost of heritage branding, the present findings advance our understanding of the relationship between heritage branding and authenticity (Leigh et al. 2006; Liebreuz-Himes et al. 2007; Morhart et al. 2015; Urde et al. 2007; Wiedmann et al. 2011; Wuestefeld et al. 2012). Prior work has discussed the role of authenticity as a critical element of both heritage branding and evaluations of brand extensions (e.g., Spiggle et al. 2012). However, our work goes beyond this research in three important ways. First, we conceptualize judgments of authenticity as a consequence of heritage branding. In particular, we show that when firms engage in heritage branding, authenticity is primarily judged with respect to two types of consistency: consistency across time (continuity) or consistency of expressions and internal values (integrity). Second, we demonstrate that a certain type of heritage branding can interact with consumers' evaluations of enhanced versus original products by moderating the relative importance of continuity (vs. integrity). Finally, in providing a framework that distinguishes between two distinct routes through which heritage branding can impact perceptions of authenticity—continuity versus integrity—we are able to specifically articulate how different cues of heritage branding are related to different dimensions of brand authenticity.

The current studies also contribute to existing research on product enhancements (Mukherjee and Hoyer 2001; Nowlis and Simonson 1996; Simonson, Carmon, and O'Curry 1994; Thompson et al. 2005). Past work has demonstrated that enhancements affect consumer evaluations through various inferences related to perceptions of functionality or usability (Carpenter et al. 1994; Mukherjee and Hoyer 2001; Simonson et al. 1994). However, the current

studies examined enhancements in the context of heritage branding, finding that concerns about relatively more conceptual features of a product, such as its authenticity, can play a more significant role than functional considerations.

With respect to practical implications, heritage branding is a common way in which firms can increase perceptions of brand value (Leigh et al. 2006; Urstadt 2015; Wiedmann et al. 2011). Our work suggests that marketers should approach heritage branding with caution, as highlighting certain cues may ultimately lower consumer evaluations of enhanced products. Our framework also provides specific and practical recommendations for different ways that brands can avoid potential backlash from consumers. For example, firms can establish brand heritage by highlighting cues associated with integrity, such as core values or family ownership and thereby make continuity a less salient dimension for consumers. Alternatively, brands can reframe enhanced products as aligning with the brand's origin. In this way, a brand can highlight its continuity while also remaining true to customers' expectations that the brand should remain continuous with its origins.

Limitations and Future Directions

The present work suggests several paths for future research. First, we focused on how certain heritage branding cues can reduce consumer evaluations of enhanced products. However, there may be other key factors that lead consumers to evaluate enhanced products negatively even when the brand has not directly engaged in longevity-based heritage branding. One such factor may be consumers' personal histories and experiences with a brand. For instance, prior work has found that childhood memories play an integral role in forming what brands consumers

ultimately deem to be iconic (LaTour et al. 2010). Thus, a consumer who grew up with a brand may react more negatively to product changes than a consumer who had little prior exposure. Relatedly, consumers who have been loyal to a brand over time may also react less favorably to product changes than those with lower brand loyalty, potentially revealing a counterintuitive cost of consumer brand loyalty. Future work could examine how the response to enhanced products is influenced by this potential interaction between consumer histories and brand histories.

Furthermore, we focused on the consumer response to enhancements of flagship products. A brand like Burberry, for example, possesses strong heritage associations with its trench coats, and hence, changing the design of those trench coats may be seen as a significant violation of continuity. However, other products, like gloves or sweaters, may be less associated with Burberry's identity. Therefore, another extension of this work could examine whether consumers' negative evaluations of enhanced products extend to products that are less associated with the brand's identity.

In a similar vein, it could be fruitful to examine how product changes impact consumer responses within the context of brand architecture (Aaker and Joachimsthaler 2000). For example, future research could examine how the overarching architecture of a heritage brand influences the reception of enhanced products across sub-brands. McDonald's, for example, may face consumer backlash if it altered products from certain sub-brands (like the Big Mac) (Finkle 2019) but may benefit if it introduced enhanced products to its other sub-brands (like the McCafe). Moreover, the creation of sub-brands in general may make the introduction of enhanced products more acceptable for heritage brands by containing the product changes within a certain branch of the brand's offerings.

In addition to examining effects within the context of broader brand architecture, future research could examine how evaluations of enhanced products differ across product categories. For instance, it is less likely that the high-tech firms would be subject to similar consumer resistance to enhanced products as consumers are likely to prioritize functionality over other dimensions such as authenticity. However, brands whose identities are strongly connected to a particular individual, like fashion brands that are named after individuals (e.g., Tory Burch), may similarly find that consumers react negatively to changes even if the brand has not engaged in heritage branding per se. This may be because highlighting a particular individual makes salient a feature of the brand's origin (e.g., the "essence" of the original creator or individual; Newman and Dhar 2014), which may then lead consumers to assess authenticity with respect to continuity.

In the current work, we focused on isolating the impact of each heritage cue type (longevity vs. values) on authenticity perceptions. Future research could extend our work by examining how consumers assess authenticity when brands employ a wider range of heritage cues in tandem. For instance, future work could examine how consumers assess a brand that employs both longevity and values cues concurrently. Would consumers give equal weight to continuity and integrity in their assessments of authenticity? Moreover, future work could also test whether mixing longevity heritage cues with non-heritage cues buffers the brand from consumer backlash against product alterations or reduces the benefits of heritage branding.

Our research also opens up the question of what kinds of changes or enhancements are vulnerable to consumer backlash even in the face of objective product improvement. We predict that the negative effect of product changes should hold to the extent that consumers perceive a change as disrupting its perceived connection with the brand's origin. Thus, even enhancements that involve one feature change may be sufficient to challenge continuity, and, conversely, even

enhancements that change multiple features may sometimes be insufficient if those changes are not perceived as a threat to continuity. Future work could unpack at a more fine-grained level what kind of changes are more or less likely to be accepted when consumers value the intangible aspects of a product (i.e., its authenticity) over its functional benefits.

In sum, the current studies suggest that while heritage branding may offer many benefits to firms, it also may entail potential costs. Specifically, the marketing strategies that enhance authenticity through continuity may simultaneously limit firms' abilities to improve their products and effectively respond to changing consumer demands. Our work identifies this challenge and provides several insights into how firms can leverage the benefits that come with heritage branding while also laying the groundwork for future improvements and enhancements.

DATA COLLECTION INFORMATION

The first author collected data for study 1a on Prolific in January 2020 and study 1b on Amazon's Mechanical Turk in January 2020. The first author supervised the collection of data for study 2 by research assistants at the Yale School of Management Behavioral Lab in February 2020. The first author collected data for study 3 on Amazon's Mechanical Turk in April 2020 and collected data for study 4 on Prolific in January 2021. The first, second and third authors jointly analyzed all studies. The data are currently stored in a project directory on the Open Science Framework (link: <https://tinyurl.com/curseoftheoriginal>).

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TABLE 1
MANIPULATIONS OF HERITAGE CUES IN STUDY 1A



Heritage Cue	Present	Absent
Duration	Brand A has existed for many decades.	Brand A was founded only recently.
Flagship product	Brand A is well-known for its signature product, which has remained unchanged.	Brand A is still trying to develop its signature product and is currently experimenting with many different types of offerings and methods of manufacturing.
Symbols (B&W photo)	This is a photograph featured on the brand's website: 	This is a photograph featured on the brand's website: 
Family ownership	Brand A is family-owned and operated.	Brand A is owned by an outside investment group.
Core values	Brand A is guided by a set of core values.	Brand A changes its mission and approach to remain competitive.
Original location	Brand A manufactures its products in the same place that it was founded.	Brand A manufactures its products overseas.

TABLE 2
FACTOR ANALYSIS OF THE PBA ITEMS IN STUDY 1A

Rotated Component Matrix

	Component		Original Assignment (Morhart et al. 2015)
	Factor 1	Factor 2	
Brand A seems like a brand that survives times.	0.96	-0.03	Continuity
Brand A seems like a brand with a history.	0.93	-0.04	Continuity
Brand A seems like a brand that survives trends.	0.89	0.03	Continuity
Brand A seems like a timeless brand.	0.83	0.17	Continuity
Brand A seems like a brand that connects people with what is really important.	-0.10	0.96	Symbolism
Brand A seems like a brand that is true to a set of moral values.	-0.04	0.93	Integrity
Brand A seems like a brand that cares about consumers.	-0.04	0.93	Integrity
Brand A seems like a brand with moral principles.	-0.07	0.93	Integrity
Brand A seems like a brand that gives back to its consumers.	-0.04	0.91	Integrity
Brand A seems like a brand that reflects important values that people care about.	0.01	0.90	Symbolism
Brand A seems like a brand that connects people with their real selves.	0.01	0.88	Symbolism
Brand A seems like a brand that adds meaning to people's lives.	0.09	0.82	Symbolism
Brand A seems like an honest brand.	0.16	0.79	Credibility
Brand A seems like a brand that will not betray you.	0.16	0.76	Credibility
Brand A seems like a brand that delivers on its promises.	0.35	0.64	Credibility

TABLE 3
MEAN VALUES AND EFFECT SIZES FOR EACH HERITAGE CUE
IN STUDY 1A

Heritage Cues	Effect on Continuity Authenticity			Effect on Integrity Authenticity		
	Present	Absent	Effect Size (Cohen's d)	Present	Absent	Effect Size (Cohen's d)
Duration	8.01	2.67	3.43	6.33	4.30	1.29
Flagship product	7.76	4.14	2.16	6.34	5.20	0.87
Family ownership	6.16	4.86	0.83	6.44	4.06	2.10
Core values	6.09	5.87	0.14	6.32	4.70	1.01
Original location	7.46	5.24	1.70	6.68	4.04	1.99
Symbols	6.52	6.05	0.32	4.65	4.57	0.05

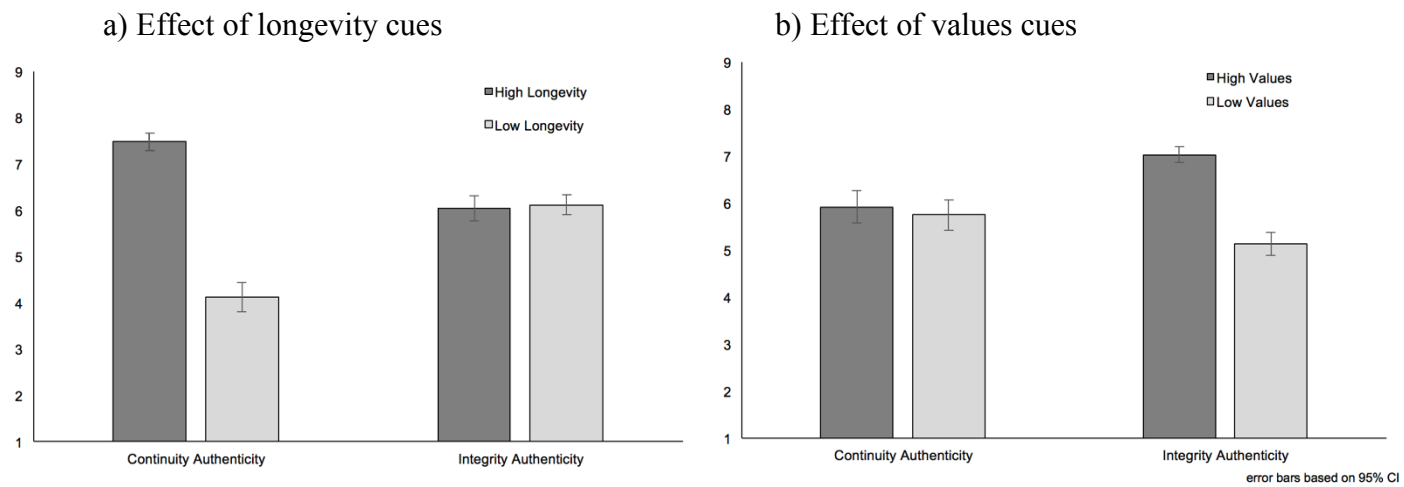
FIGURE 1**THE EFFECTS OF LONGEVITY AND VALUES CUES IN STUDY 1B**

FIGURE 2
LABORATORY SET-UP FOR STUDY 2



FIGURE 3
PRODUCT EVALUATIONS AS A FUNCTION OF BRAND AND PRODUCT TYPE IN
STUDY 2

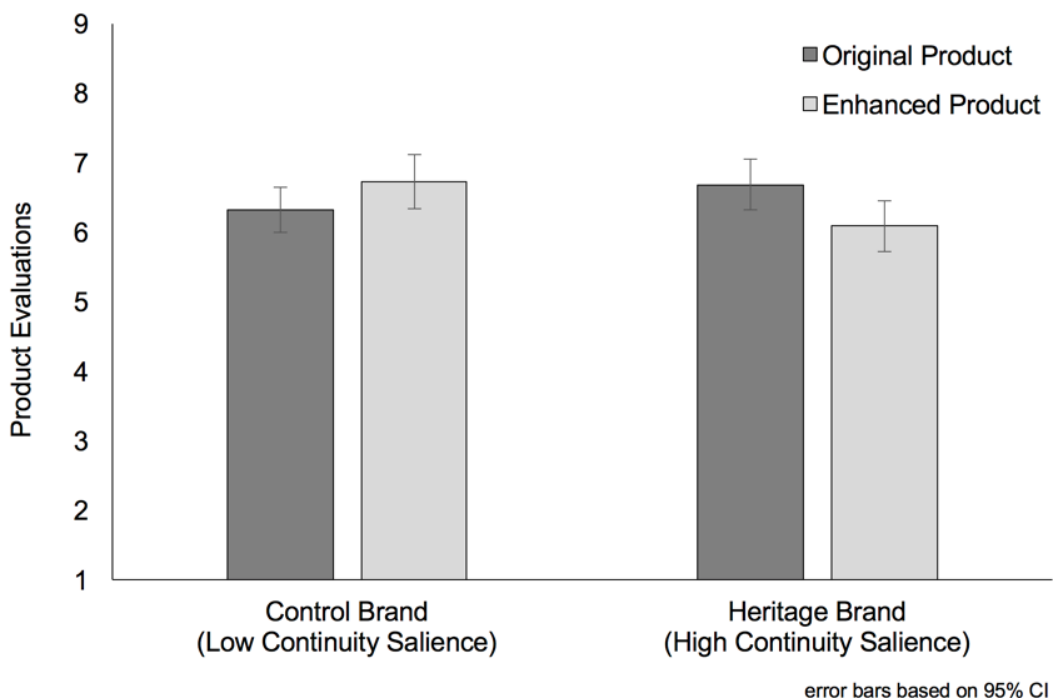


FIGURE 4

STIMULI FOR THE LONGEVITY AND VALUES CUE CONDITIONS IN STUDY 3

a) Longevity cues condition




Lodge makes cookware the right way.
Creating heirloom-quality cast iron cookware in Tennessee since 1896.

About Lodge
Lodge Cast Iron has been making heirloom-quality cookware and accessories since 1896. Backed by over 120 years of experience, each piece of Lodge cookware is crafted for durability and versatility.

We don't just make cookware — *we make memories that last for generations.*

b) Values cues condition



Lodge makes cookware the right way.

About Lodge
Lodge Cast Iron is a fifth-generation, family-owned company.

Our guiding principles help us do business the right way.

Over the years, Lodge Cast Iron has survived and thrived by paying attention to what matters most: *our values.*

FIGURE 5
PRODUCT EVALUATIONS AS A FUNCTION OF
HERITAGE CUE TYPE AND PRODUCT TYPE IN STUDY 3

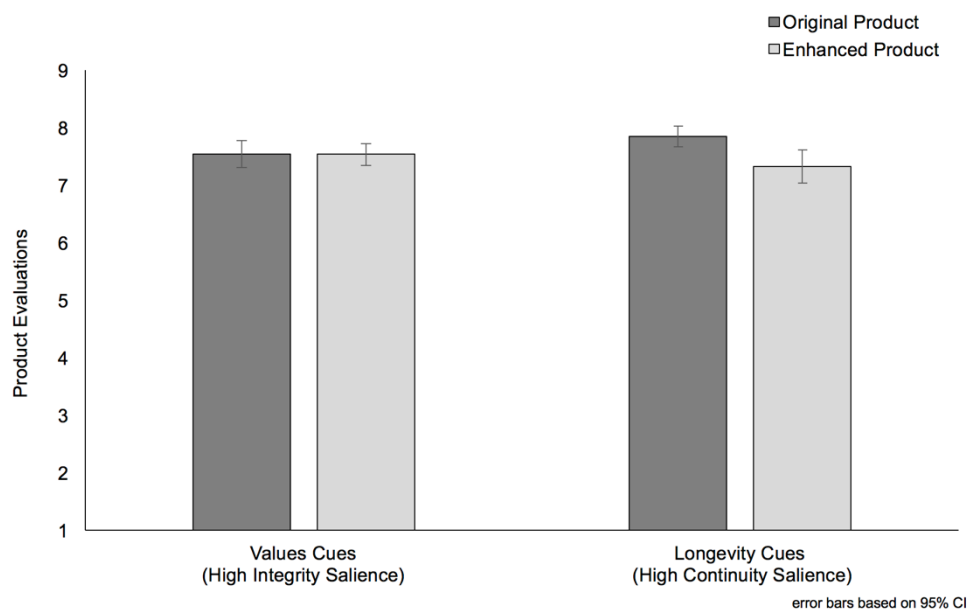
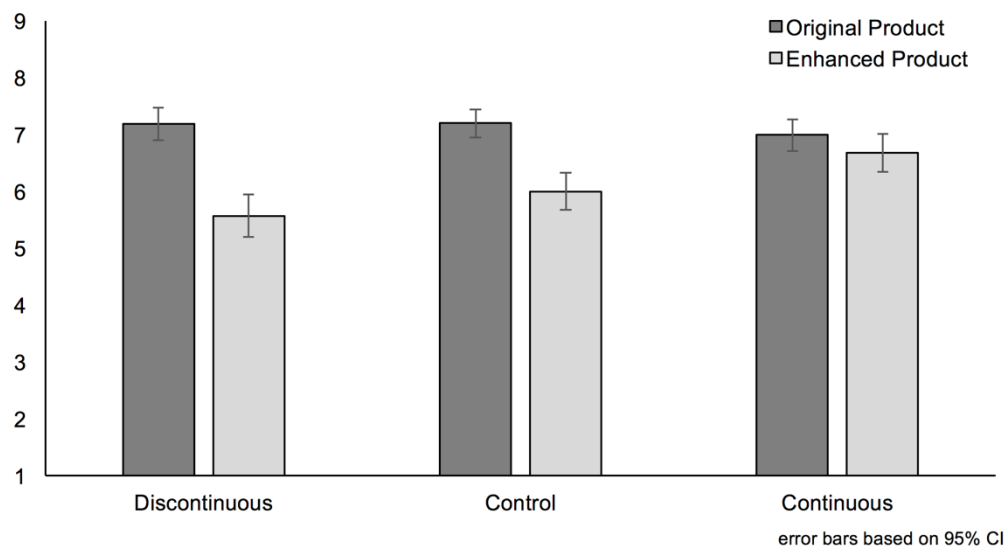


FIGURE 6
PRODUCT EVALUATIONS IN STUDY 4



1) ABSTRACT**1) THEORETICAL BACKGROUND**

2) The Positive Benefits of Heritage Branding and Product Enhancements

2) When Authenticity Undermines Evaluations of Product Changes

1) OVERVIEW OF STUDIES**1) STUDY 1: HERITAGE CUES AND AUTHENTICITY PERCEPTIONS****1) STUDY 1A**

2) Method

2) Results and Discussion

1) STUDY 1B

2) Method

2) Results and Discussion

3) *Ratings of Continuity Authenticity*

3) *Ratings of Integrity Authenticity*

1) STUDY 2: EVALUATIONS OF ENHANCED PRODUCTS

2) Method

3) *Heritage Brand Pretest*

3) *Continuity Authenticity Pretest*

2) Results

3) *Product Evaluations*

3) *Behavioral Intentions*

3) *Omnibus Analysis*

2) Discussion

1) STUDY 3: MODERATION BY HERITAGE CUE TYPE

2) Method

3) *Heritage Brand Pretest*

3) *Continuity Authenticity Pretest*

2) Results

3) *Product Evaluations*

3) *Ratings of Continuity Authenticity*

3) *Ratings of Integrity Authenticity*

3) *Mediation*

2) Discussion

1) STUDY 4: MODERATION BY CONNECTION TO BRAND ORIGIN

2) Method

3) *Heritage Brand Pretest*

3) *Continuity Authenticity Pretest*

2) Results and Discussion

1) GENERAL DISCUSSION

2) Theoretical and Practical Implications

2) Limitations and Future Directions

1) DATA COLLECTION INFORMATION

1) REFERENCES