DEMOCRATIC AND POPULAR REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

ECOLE SUPÉRIEURE DE COMMERCE

A Dissertation Submitted in Partial Fulfillment of the Requirements for Master's Degree in
Commercial Sciences

Specialty: Marketing and Communication

THE IMPACT OF HUMAN-TO-HUMAN COMMUNICATION STRATEGIES ON BRAND AUTHENTICITY AND CONSUMER TRUST

Case Study: JUMBO Noodly

Submitted by:
Anfel FERRAH

Supervised by:
Prof. Ali HAMMOUTENE

Host Company: SPA SFCPA GBfoods.
Internship Period: from 22/02/2026 to 22/03/2026.

Academic year
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For continuing, even without always knowing where things were leading. For learning that growth is often quiet, invisible, and uncomfortable before it becomes visible.

This thesis reflects more than academic work.

It reflects years of observation, curiosity, discipline, contradiction, and becoming.

DEDICATION

I have never really been good with words when they matter the most, so writing this part might actually be harder than writing the thesis itself.

To my mother, who dedicated her whole life so we could bloom.
No words or achievements could ever equal even a fraction of what you gave us, but this will always be for you first.

To my sister and best friend, the person I genuinely cannot imagine life without.
And to my little brother, who somehow manages to love and hate me at the same time, the purest sibling dynamic possible.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
ANOVA	Analysis of Variance
B2B	Business-to-Business
B2C	Business-to-Consumer
BTS	Brand Trust Scale
CAGR	Compound Annual Growth Rate
CI	Confidence Interval
COMESA	Common Market for Eastern and Southern Africa
DDA	Danone Djurdjura Algérie
DW	Durbin-Watson
eWOM	Electronic Word-of-Mouth
FIBDA	Festival International de la Bande Dessinée d'Alger
FMCG	Fast-Moving Consumer Goods
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
H1 / H2 / H3 / H4	Hypothesis 1 / 2 / 3 / 4
H2H	Human-to-Human
IMF	International Monetary Fund
JTAER	Journal of Theoretical and Applied Electronic Commerce Research
N	
NCA	Naturellement Conçu en Algérie (NCA Rouiba)
PBA	Perceived Brand Authenticity
S-DL	Service-Dominant Logic
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SFCPA	Société de Fabrication et de Commercialisation de Produits Alimentaires
SPSS	Statistical Package for the Social Sciences
UGC	User-Generated Content
USDA-FAS	United States Department of Agriculture – Foreign Agricultural Service
VIF	Variance Inflation Factor

ABSTRACT

This dissertation examines the impact of Human-to-Human (H2H) communication strategies on brand authenticity and consumer trust, using JUMBO Noodly Algeria as a case study. The study is based on a quantitative approach through an online questionnaire addressed to Algerian consumers familiar with the brand and its social media communication. The data were analyzed using SPSS through reliability analysis, descriptive statistics, correlation, regression, and mediation analysis. The findings show that H2H communication strategies have a positive and significant effect on perceived brand authenticity and consumer trust. The results also confirm that perceived brand authenticity positively influences consumer trust and partially mediates the relationship between H2H communication and trust. This means that humanized, transparent, responsive, and consumer-oriented communication strengthens trust both directly and indirectly by improving authenticity perceptions. The study contributes to the understanding of H2H communication in the Algerian FMCG context and provides practical recommendations for JUMBO Noodly and similar food brands seeking to build stronger authenticity and trust through digital communication.

Keywords: H2H, authenticity, trust, FMCG, JUMBO.

Résumé

Ce mémoire étudie l'impact des stratégies de communication Human-to-Human (H2H) sur l'authenticité de la marque et la confiance des consommateurs, à travers le cas de JUMBO Noodly Algérie. L'étude adopte une approche quantitative basée sur un questionnaire en ligne destiné aux consommateurs algériens connaissant la marque et sa communication digitale. Les données ont été analysées avec SPSS à travers l'analyse de fiabilité, les statistiques descriptives, la corrélation, la régression et l'analyse de médiation. Les résultats montrent que les stratégies de communication H2H influencent positivement et significativement l'authenticité perçue de la marque et la confiance des consommateurs. Ils confirment également que l'authenticité perçue influence positivement la confiance et joue un rôle de médiation partielle entre la communication H2H et la confiance. Ainsi, une communication plus humaine, transparente, réactive et orientée vers le consommateur renforce la confiance directement et indirectement à travers l'authenticité.

Mots-clés : H2H, authenticité, confiance, FMCG, JUMBO.

الملخص

تهدف هذه الدراسة إلى تحليل تأثير استراتيجيات التواصل من إنسان إلى إنسان (H2H) على أصالة العلامة التجارية وثقة المستهلك، من خلال دراسة حالة جومبو نودلي في الجزائر. اعتمدت الدراسة على منهج كمي من خلال استبيان إلكتروني موجه للمستهلكين الجزائريين الذين يعرفون العلامة وتواصلها عبر وسائل التواصل الاجتماعي. تم تحليل البيانات باستخدام برنامج SPSS من خلال اختبار الموثوقية، الإحصاءات الوصفية، الارتباط، الانحدار، وتحليل الوساطة .أظهرت النتائج أن استراتيجيات التواصل من إنسان إلى إنسان تؤثر بشكل إيجابي ومعنوي على أصالة العلامة التجارية وثقة المستهلك. كما أكدت النتائج أن أصالة العلامة تؤثر إيجابياً على الثقة، وتلعب دور الوسيط الجزئي بين التواصل من إنسان إلى إنسان وثقة المستهلك. وهذا يعني أن التواصل الإنساني، الشفاف، التفاعلي والموجه نحو المستهلك يعزز الثقة بشكل مباشر وغير مباشر من خلال تقوية إدراك الأصالة.

الكلمات المفتاحية :إنسان لإنسان ، الأصالة، الثقة، السلع الاستهلاكية، جومبو

INTRODUCTION

Nowadays, brands no longer compete only through functional attributes, price, or distribution. They also compete through the quality of the relationships they are able to construct with consumers. Digital platforms have multiplied the number of contact points between brands and audiences, but they have also intensified consumer skepticism toward impersonal advertising, exaggerated promises, and purely transactional communication. In this environment, the human dimension of marketing has become increasingly important, particularly in food and fast-moving consumer goods markets where trust, safety, familiarity, and cultural proximity strongly influence consumer choice.

Human-to-Human (H2H) communication responds to this context by repositioning marketing as an interaction between people rather than a simple exchange between a company and a target segment. Instead of relying only on persuasive messages, H2H communication emphasizes empathy, dialogue, personalization, transparency, and co-creation. The objective is not merely to make the brand visible, but to make it feel sincere, responsive, and close to consumers. This orientation is especially relevant in the Algerian FMCG context, where social media interactions, peer recommendations, family influence, and informal consumer discussions can significantly shape brand perception.

This dissertation studies this issue through the case of JUMBO Noodly Algeria, a ready-meal and instant-noodle brand operating in a market characterized by convenience needs, price sensitivity, youth consumption, social media visibility, and growing expectations of transparency. JUMBO Noodly represents a relevant case because the brand benefits from the broader historical presence of Jumbo in Algerian households while also competing in a dynamic noodle category where consumer trust and perceived authenticity are essential. The brand communicates through relatable content, a humanized tone of voice, direct messages to consumers, and social media interactions, but the visibility of its feedback and co-creation practices remains a key area for improvement.

From a theoretical perspective, this research is positioned at the intersection of H2H marketing, perceived brand authenticity, and consumer trust. Chapter 1 establishes H2H communication strategies as the independent variable of the study, grounded in Relationship Marketing, Social Exchange Theory, and Service-Dominant Logic. Chapter 2 develops perceived brand authenticity and consumer trust as the two central outcome constructs, showing that consumers evaluate not only what a brand communicates, but also whether this communication appears sincere, consistent, credible, and consumer-oriented. Chapter 3 applies

this model empirically to JUMBO Noodly through a quantitative study conducted among Algerian consumers.

1. Main Research Question

The main research question guiding this dissertation is formulated as follows:

"To what extent do H2H communication strategies influence brand authenticity and consumer trust in the case of JUMBO Noodly Algeria?"

This question reflects the central logic of the research model. The study examines whether H2H communication strategies influence consumer trust directly, and whether perceived brand authenticity acts as a mediating mechanism through which H2H communication strengthens trust.

1.1 Sub-questions

• To what extent do H2H communication strategies positively influence consumers' perceived brand authenticity?

• To what extent does perceived brand authenticity positively influence consumer trust in JUMBO Noodly?

• Do H2H communication strategies directly and significantly influence consumer trust?

• Does perceived brand authenticity mediate the relationship between H2H communication strategies and consumer trust?

1.2 Hypotheses

• **H1:** H2H communication strategies positively and significantly influence consumers' perceived brand authenticity.

• **H2:** Perceived brand authenticity positively and significantly influences consumer trust.

• **H3:** H2H communication strategies positively and significantly influence consumer trust directly.

• **H4:** Perceived brand authenticity mediates the relationship between H2H communication strategies and consumer trust.

2. Reasons for Choosing the Topic

The choice of this topic is motivated by both academic and managerial considerations. Academically, H2H marketing remains a relatively recent approach, and its measurable effects on brand authenticity and consumer trust are still insufficiently explored, particularly in North African FMCG markets. Managerially, Algerian food brands operate in a context where

consumers are increasingly exposed to social media content, peer reviews, and online discussions. Understanding how humanized communication affects authenticity and trust can therefore help brands develop more credible and relational communication strategies.

3. Importance of the Research

This research is important because it connects three constructs that are highly relevant to contemporary marketing practice: H2H communication, brand authenticity, and consumer trust. For food brands, trust is not only a symbolic asset; it is directly related to perceptions of safety, reliability, and sincerity. By examining JUMBO Noodly, the study contributes to a better understanding of how FMCG brands in Algeria can move from product-centered messages toward more human, transparent, and participatory communication.

4. Research Objective

The main objective of this dissertation is to empirically assess the impact of H2H communication strategies on perceived brand authenticity and consumer trust. More specifically, the study aims to measure consumers' perceptions of JUMBO Noodly's H2H communication, evaluate the relationship between H2H communication and authenticity, test the effect of authenticity on trust, and verify whether authenticity mediates the relationship between H2H communication and consumer trust.

5. Research Methodology

The empirical part of the dissertation follows a quantitative approach based on an online questionnaire administered through Google Forms. The questionnaire was designed in English and Arabic and included screening questions, H2H communication items, perceived brand authenticity items, consumer trust items, and demographic questions. The data were prepared in Excel and analyzed using SPSS through reliability analysis, descriptive statistics, one-sample t-tests, correlation analysis, regression testing, and mediation analysis using PROCESS Macro Model 4 with 5,000 bootstrap samples.

6. Research Structure

The dissertation is organized into three chapters. Chapter 1 presents the theoretical foundations of H2H marketing and H2H communication strategies. Chapter 2 develops the dependent constructs of perceived brand authenticity and consumer trust, and explains the theoretical chain linking H2H communication to authenticity and trust. Chapter 3 presents the empirical study, including the host company presentation, research methodology, data analysis, hypothesis testing, and interpretation of results. The dissertation ends with a general conclusion

that discusses the findings, managerial implications, practical recommendations, limitations, and future research directions.

CHAPTER 01:

UNDERSTANDING HUMAN-TO-HUMAN COMMUNICATION

INTRODUCTION

Human-to-human (H2H) marketing has emerged at the intersection of digital transformation, consumer skepticism, and the scholarly recognition that commercial exchange is ultimately an encounter between people rather than between organizations and abstract market segments. This chapter establishes the theoretical and conceptual architecture upon which the empirical investigation of the present study rests, and it proceeds in two interconnected sections.

Section 1 examines H2H marketing as a paradigmatic orientation by tracing its historical origins, defining commitments, guiding principles, theoretical foundations, and ethical limitations. Section 2 moves from this general orientation to H2H communication strategies as its main consumer-visible expression, defining the concept, mapping its principal types and components, situating it within food and ready meals branding, and preparing its operationalization as the independent variable of this study.

Together, the two sections provide the theoretical vocabulary and empirical logic required to formulate and test the study's central proposition: H2H communication strategies influence brand authenticity and consumer trust within the Algerian ready meals market.

SECTION 01: FUNDAMENTALS OF H2H MARKETING

This section examines H2H marketing as a conceptual and theoretical phenomenon. It traces the paradigmatic evolution that gave rise to the H2H orientation, establishes its defining features and theoretical underpinnings, and critically assesses its generative potential as well as the ethical ambiguities surrounding its application.

1.1 The Evolution of Marketing Paradigms

Marketing has continuously adapted to the socioeconomic, technological, and cultural transformations that shape commercial exchange. Three broad phases structure this trajectory: the transactional paradigm, the relational paradigm, and the emergent human-to-human paradigm. Understanding the internal logic of each phase is essential for locating H2H marketing within the longer evolution of the discipline.

The transactional paradigm dominated much twentieth-century Western marketing thought through the logic of the marketing mix, particularly the 4P framework of Product, Price, Place, and Promotion formalized by McCarthy and elaborated by Kotler into the dominant pedagogical vocabulary of the field (Kotler et al., 2021). In this worldview, consumers were largely passive recipients of value, communication was one-directional and broadcast-oriented, and marketing was treated as a set of managerial instruments for maximizing the efficiency of mass production and mass consumption.

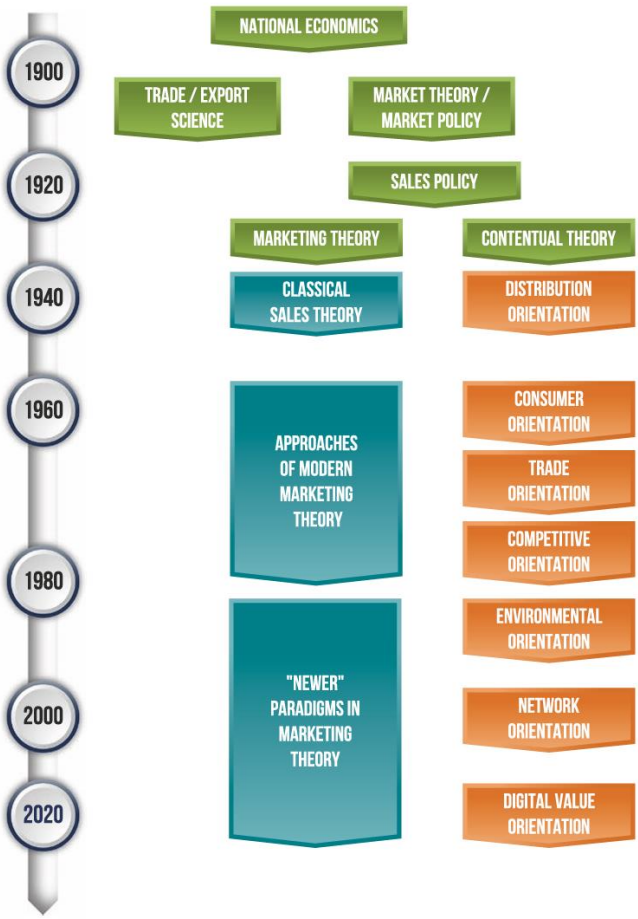
The limitations of this model became visible as market saturation, international competition, media fragmentation, and increasingly sophisticated consumer preferences reduced the effectiveness of standardized mass marketing. Relationship marketing emerged in response, with Grönroos (1994) and Berry (1983) arguing that the creation and maintenance of long-term, mutually beneficial customer relationships should become the central purpose of marketing rather than a secondary outcome (as cited in Babay, 2025). This relational turn introduced retention, loyalty, customer lifetime value, and satisfaction as central metrics, although in practice it sometimes instrumentalized relationships for revenue instead of cultivating genuine human bonds.

The digital revolution generated a further contradiction. Internet connectivity, social platforms, mobile devices, behavioral data, and hyper-targeted communication gave marketers unprecedented reach and precision, yet these same capabilities intensified consumer skepticism toward advertising, surveillance, algorithmic targeting, and persuasive manipulation (Babay, 2025; Kotler et al., 2021). The COVID-19 pandemic accelerated this shift, as consumers facing

uncertainty and social isolation became more attentive to brands that communicated empathy, ethical transparency, and authentic human concern.

Within this context of digital overload, institutional trust erosion, and renewed demand for human connection, H2H marketing gained scholarly and practical momentum. The growing academic interest in H2H since the early 2020s reflects the recognition that commercial interaction remains fundamentally human, even when mediated by digital technologies, automated systems, or algorithmic recommendations (Kotler et al., 2021).

Figure 1.1 : The evolution of marketing theory



***Source**: Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature. p. 15.*

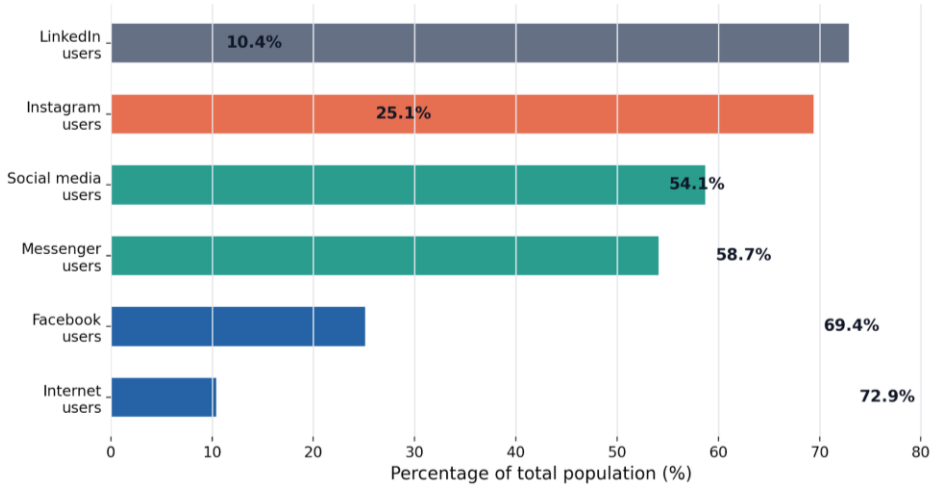
This paradigmatic trajectory has a distinctive parallel in Algeria, though with contextual compression. The Algerian commercial environment remained strongly transactional into the 2010s, shaped by import dependence, multinational communication agendas, and local competition based primarily on price and distribution rather than relational differentiation (USDA-FAS, 2024). The tightening of import restrictions from 2016, followed by broader import substitution policies from 2018, created both pressure and opportunity for Algerian

domestic brands to compete through quality signaling, cultural resonance, and relational authenticity.

The importance of this Algerian parallel is that H2H did not appear simply as a fashionable managerial vocabulary imported from global marketing discourse. Rather, the structural reorganization of the market forced domestic producers to develop relational meaning, cultural legitimacy, and trust-based differentiation at the same time that consumers were becoming more digitally connected and more vocal. For this reason, H2H communication in Algeria must be understood as both a response to global digital transformation and a response to local market restructuring.

At the same time, Algeria experienced a major acceleration in digital connectivity. By January 2024, the country counted 33.49 million internet users, representing 72.9% of the population, and 24.85 million active social media users, with Facebook reaching 32.6 million users, or about 69.4% of the population (DataReportal, 2024; NapoleonCat, 2024). This infrastructure created the platform conditions for H2H interactions at scale while amplifying reputational risk whenever communication appears inauthentic or crisis-prone.

Figure 1.2: Algeria's Digital Landscape (January 2024)



***Source**: Personal efforts using LLMs adapted from DataReportal (2024). Digital 2024: Algeria.; NapoleonCat (2024). Social Media users in Algeria – 2024*

1.2 Defining H2H Marketing

At its foundation, H2H marketing is a paradigmatic reorientation away from firm-centric and product-led frameworks toward a human-centered understanding of value creation, relationship, and commercial purpose. Kotler, Pfoertsch, and Sponholz (2021) define H2H marketing as an approach that places human beings at the center of marketing activity and integrates three mutually reinforcing pillars: Design Thinking, Service-Dominant Logic (S-DL), and digitalization.

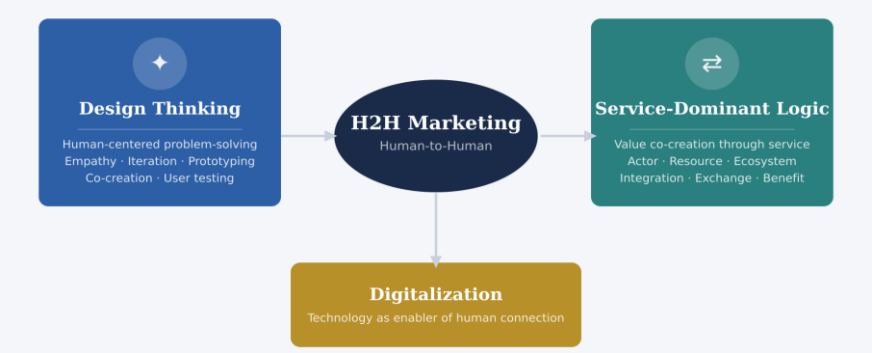
Design Thinking contributes a human-centered problem-solving methodology that begins with empathic inquiry into real people's experiences, frustrations, aspirations, and needs rather than with product specifications or market share targets (Kotler et al., 2021). In marketing terms, it promotes iterative ideation, co-creation, observation, rapid prototyping, and constant feedback, all of which challenge the one-size-fits-all assumptions of transactional marketing.

Service-Dominant Logic, first articulated by Vargo and Lusch (2004) and further developed by Vargo et al. (2010), provides the theoretical basis for viewing value as co-created and experiential rather than embedded in goods. It dismantles the producer-consumer hierarchy by understanding firms and consumers as actors who apply knowledge, skills, and relationships within a broader service ecosystem.

Digitalization, in the H2H paradigm, is not an end in itself and does not replace human connection. Instead, it serves as a medium through which human interactions can be scaled, personalized, and enriched when technology remains subordinate to human value (Kotler et al., 2021). H2H therefore accepts digital tools while insisting that they deepen rather than diminish relational quality.

H2H marketing overlaps with relationship marketing but differs from it in its stronger philosophical and ethical orientation. Both emphasize long-term relational value, yet H2H explicitly requires firms to treat employees, suppliers, communities, and customers as full human subjects deserving dignity, empathy, and transparency. It is also a response to Marketing 5.0, where artificial intelligence and advanced technologies must be integrated with human-centered strategy rather than allowed to erase the human element of exchange (Braholli & Papajani, 2023; Kotler et al., 2021).

Figure 1.3 The Three Pillars of H2H Marketing



***Source**: Personal efforts using LLMs adapted from Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature. p. 35.*

The Algerian context is particularly receptive to this repositioning because commercial trust has long been mediated through personal networks, family reputation, neighborhood ties, and

culturally embedded relationships. Ali (1995) notes that Arab management thought privileges personalism, face-to-face relations, and communal trust over impersonal institutional mechanisms, a cultural logic that makes H2H resonance more native than imported in Algeria.

Hamoud Boualem illustrates this logic. Founded in 1878 in Algiers, the brand has built equity through historical continuity, national identity, and the emotional memory of Algerian family occasions. Holding around 50% of Algeria's soft drink market against Coca-Cola and PepsiCo, it demonstrates how shared cultural memory can generate competitive resilience beyond product performance alone (Hamoud Boualem, 2024; Family Business Histories, 2022; Business Empires Africa, 2022). Yet this alignment also creates a cultural contract: if a local brand abandons the national identity it communicates, it risks the authenticity gap identified by Kotler et al. (2021).

The Hamoud Boualem case also clarifies the boundary between heritage and authenticity. Heritage alone does not automatically produce H2H value; it becomes authentic only when consumers perceive continuity between the brand's historical narrative, its current behavior, and its cultural role. In food categories, where consumption is connected to memory, family ritual, and national belonging, this continuity can become a powerful authenticity signal, but it also raises the cost of inconsistency because consumers evaluate the brand against the identity it has helped them construct.

1.3 Key Pillars of H2H Marketing

The operational logic of H2H marketing is organized around two strategic anchors, trust management and brand management, supported by a mindset based on empathy, individualization, co-creation, and authenticity. These elements show why H2H is not merely a cosmetic revision of relationship marketing but an organizational and communicative orientation.

1.3.1 Trust Management as Strategic Anchor

Trust occupies a central position in H2H marketing. Kotler et al. (2021) describe it as the key currency of business interaction in a hyperconnected world, meaning that it is not incidental to commercial exchange but constitutive of it. Without trust, communication cannot generate the relational depth that H2H seeks.

Trust management includes the strategies and practices through which firms demonstrate consistency, transparency, ethical accountability, and concern for customers and stakeholders. Brand activism, organizational reputation, and value-aligned behavior across touchpoints all

contribute to trust when they reflect genuine commitments rather than calculated reputation management (Kotler et al., 2021).

The Algerian instant noodles category illustrates the fragility of trust. Indomie, which entered Algeria in 2010 and became nearly synonymous with instant noodles, saw its trust position challenged by a viral video alleging insects in packaging, scientific claims about the possible carcinogenicity of instant noodles, and the COMESA Competition Commission's (2022) consumer alert (Bousbia et al., 2017; Salman, 2019). These events spread through Facebook, WhatsApp, and regional digital networks, showing that food-brand trust is now shaped less by institutional authority than by peer-to-peer communication.

Open Access Cases (2025) notes that Indomie's African brand equity depends structurally on safety credibility, which is difficult to guarantee at scale. The Algerian case confirms the H2H proposition that trust can collapse quickly in hyperconnected environments, especially in food markets where product failure concerns bodily integrity and therefore activates stronger consumer anxiety than purely functional failures.

This example is important for the present research because it connects trust management to the specific dependent variables of the study. When consumers encounter crisis-related information, they do not only ask whether the product is technically safe; they also evaluate whether the brand behaves honestly, communicates transparently, and respects the consumer's right to know. In that sense, crisis communication becomes a direct test of perceived authenticity and a strong antecedent of consumer trust.

1.3.2 Brand Management in the H2H Framework

H2H also reconceives brand management. Traditional models associated with Aaker and Keller treat the brand as a proprietary asset projected through controlled identity systems (as cited in Kotler et al., 2021). H2H views the brand as a living relational entity whose meaning is co-constructed through repeated interactions between firms and consumer communities.

This means that brand managers cannot simply broadcast a predetermined identity; they must sustain dialogic communication through which identity is affirmed, challenged, and enriched. Brand value exists in consumer experience rather than in self-representation, and the Design Thinking commitment to empathic observation reinforces the need to build identity from lived human contexts (Kotler et al., 2021).

Danone Djurdjura Algeria (DDA) illustrates embedded H2H brand management through its H'lib Dzair programme, which provides mentoring, training, and financial guidance to about 1,400 Algerian smallholder dairy farmers in partnership with GIZ since 2014. Recognized with

the International Dairy Federation's Innovation in Sustainable Dairy prize in 2023, and reinforced by DDA's B Corporation certification score of 89.4, the programme communicates humanness through verifiable supply-chain relationships rather than surface-level advertising (Danone Djurdjura Algérie, 2024; B Lab Global, 2024). This contrast is central to distinguishing genuine H2H practice from human-washing.

The theoretical significance of DDA is that it moves H2H from message design to organizational design. Consumers may first encounter the brand through advertising or packaging, but the authenticity of those communications depends on whether the supply-chain relationships, farmer support, and governance practices provide evidence for the human-centered claims being made. This supports the thesis that communication strategies are persuasive only when they are grounded in behaviors that consumers can verify.

1.3.3 The H2H Mindset

The H2H mindset consists of empathy, individualization, co-creation, and authenticity (Kotler et al., 2021). Empathy refers to the disciplined effort to understand customers', employees', suppliers', and communities' perspectives and to allow that understanding to guide communication, service delivery, product development, and crisis response (Faus, 2025).

Individualization recognizes that each customer has distinctive needs, preferences, histories, and circumstances. H2H does not reject personalization, but it reframes it as more than algorithmic content adaptation: the objective is to make people feel seen and valued as human subjects rather than reduced to targeting data (Babay, 2025).

Co-creation, rooted in S-DL, positions consumers as active contributors to value propositions through feedback, user-generated content, participatory storytelling, and collaborative product or service development (Kotler et al., 2021). Algerian instant noodle consumers illustrate this through routine customization with tuna, processed cheese, canned maize, vegetables, and spiced oils, transforming a standardized product into a culturally inflected culinary experience. The implication is double-edged: brands that celebrate this creativity can deepen relational equity, but safety concerns may feel like a betrayal because consumers have personally invested in the product.

Authenticity is both the aspiration and test of H2H. A brand communicates authentically when its expressed values align with its actual behavior and when its representatives convey conviction rather than strategic calculation. It cannot be selectively deployed; it is a systemic quality of the brand's relational fabric (Kotler et al., 2021).

1.4 Theoretical Foundations of H2H Marketing

H2H marketing is not an isolated intellectual event. It emerges from the convergence of relationship marketing, Social Exchange Theory, and Service-Dominant Logic, three traditions that progressively recognize human relationships as the foundation of commercial activity.

1.4.1 Relationship Marketing

Relationship marketing, as developed by Grönroos (1994) and Berry (1983), argues that marketing should establish, develop, and maintain successful relational exchanges rather than focus only on isolated transactions (as cited in Babay, 2025). It shifted attention from transaction frequency to relationship quality, loyalty, satisfaction, and customer lifetime value.

Grönroos's process model describes relationships as developing through accumulated episodes of attraction, satisfaction, commitment, and loyalty, with communication quality and service consistency as key drivers (as cited in Babay, 2025). H2H builds on this foundation while insisting that relationships be lived authentically rather than merely managed instrumentally.

This lineage is directly relevant to the present study because H2H treats trust as the outcome of sustained authentic engagement, and authentic communication as the main mechanism through which trust is built. The research model, in which H2H communication affects consumer trust directly and indirectly through brand authenticity, therefore extends the basic propositions of relationship marketing (Kotler et al., 2021).

Faderco's Bassma Djazairia strategy illustrates this logic in Algeria by framing commercial activity as national social investment: 1,600 Algerian employees, local raw material sourcing, water purification operations, and partnership with SOS Villages d'Enfants (Faderco, 2026). These verifiable commitments create the evidential basis for authentic relational bonds and show that H2H relationship marketing requires organizational substance, not only humanistic language.

1.4.2 Social Exchange Theory

Social Exchange Theory (SET), associated with Blau (1964), Homans (1961), and later organizational and consumer behavior research, explains relational engagement through reciprocal exchange (as cited in Makhmudova, 2023). Individuals sustain relationships when perceived benefits exceed costs, and reciprocity norms regulate future emotional and behavioral responses.

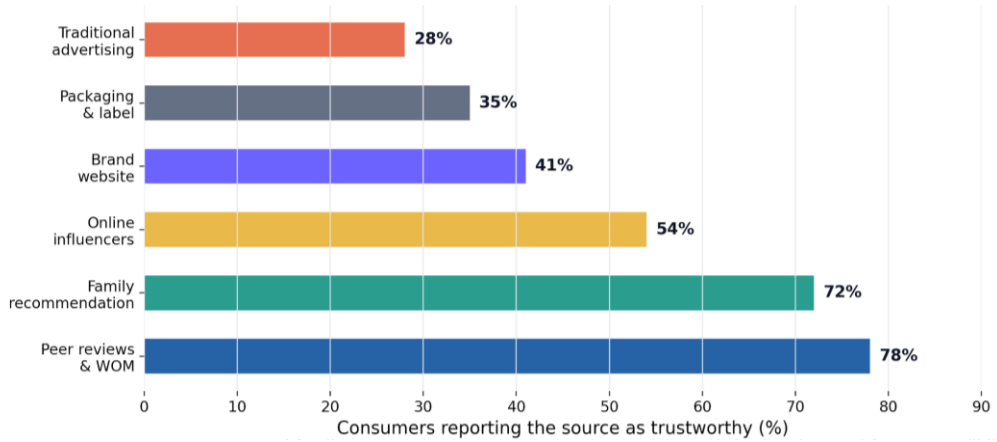
In marketing, SET explains why attentive, empathetic, and value-creating communication can generate engagement, positive word-of-mouth, loyalty, and trust. When a brand listens and

responds genuinely, consumers experience relational investment and may reciprocate. When communication appears manipulative or indifferent, the same norm operates negatively, producing distrust and reputational damage (Makhmudova, 2023).

SET also clarifies the mediation logic of this study: H2H communication functions as relational investment, perceived brand authenticity is the consumer's evaluation of that signal, and consumer trust is the reciprocal disposition that follows when the signal is favorable.

This mediating sequence is especially relevant in contexts where formal institutional trust is comparatively fragile and social trust remains anchored in family, peer, and community networks. In such contexts, consumers rely heavily on relational cues to decide whether a brand deserves confidence. H2H communication therefore works not by replacing social exchange mechanisms, but by entering them: the brand attempts to become a trustworthy participant in a network of reciprocal expectations.

Figure 1.4: Perceived Trustworthiness of Information Sources among Algerian Consumers



***Source**: Personal efforts using LLMs adapted from Bousbia, A. et al. (2017). Analysis of Factors Affecting Consumer Behavior of Dairy Products in Algeria. International Journal of Agricultural Research, 12(3), 93–101.; Mirkaf Digital (2024). The Impact of Social Media on Algerian Consumer Behavior.*

Figure 1.4 shows why SET is especially relevant in Algeria: peer reviews and word-of-mouth (78%) and family recommendations (72%) are more trusted than traditional advertising (28%). For food brands, this suggests that investment in peer-to-peer communication and relational accountability can produce stronger trust returns than equivalent investment in conventional advertising.

1.4.3 Service-Dominant Logic

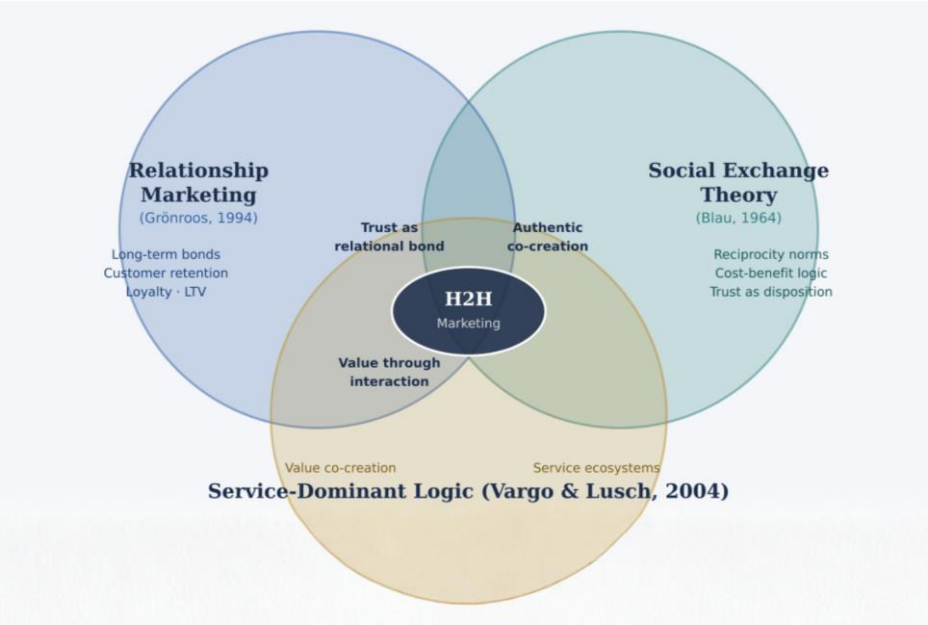
Service-Dominant Logic, articulated by Vargo and Lusch (2004, 2008) and elaborated by Vargo et al. (2010), challenges goods-dominant logic by arguing that service, the application of competences for another party's benefit, is the basis of all economic activity. Goods are therefore distribution mechanisms for service rather than containers of value.

S-DL proposes that value is always co-created by multiple actors within a service ecosystem and that firms can only offer value propositions; value itself is phenomenologically determined in the beneficiary's experience (Vargo et al., 2010). This perspective grounds H2H because every genuine brand-consumer interaction becomes a site of value creation.

The implication for this study is direct. If communication invites consumer agency and co-creation, it signals respect for the consumer's perspective, which supports perceived authenticity and, in turn, trust. The chain from co-creative H2H communication to authenticity and consumer trust is therefore theoretically anchored in S-DL.

S-DL also helps explain why consumer-generated content, feedback, recipe adaptation, and community dialogue are not secondary promotional activities. They are value-creating processes because they allow consumers to integrate the brand into their own practices and meanings. For ready meals and noodles, this point is crucial: the product's value is often completed only when consumers adapt it to household routines, local taste, and social sharing.

Figure 1.5 Convergence of Relationship Marketing, Social Exchange Theory, and Service-Dominant Logic in the H2H Framework



***Source**: Personal efforts using LLMs adapted from Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature; and Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2010). On value and value co-creation. European Management Journal, 28(2),*

1.5 Limitations and Ethical Considerations

The H2H paradigm must also be assessed critically. Three concerns are especially important: superficial human-washing, privacy and data ethics, and the paradox of using automated digital technologies to simulate human connection.

Human-washing, analogous to greenwashing, occurs when brands adopt the language and aesthetics of H2H without transforming the organizational behaviors, cultures, and value commitments that H2H requires (Babay, 2025). Emotional campaigns, colloquial language, or staged empathy cannot compensate for exploitative labor practices, opaque data collection, or indifferent customer service. In networked environments, the gap between communicated and enacted humanness can be quickly exposed.

Privacy creates a second tension because individualization depends on consumer data, while the same data practices can be experienced as surveillance. Ethical personalization therefore requires transparency, consent, and consumer benefit rather than purely brand-centered optimization (Babay, 2025).

These risks are particularly relevant in Algeria, where post-2018 import substitution encouraged many brands to use patriotic and family-oriented language. The contrast between Danone Djurdjura's verifiable H'lib Dzair programme and competitors that communicate local authenticity without comparable organizational proof illustrates the difference between embedded H2H and human-washing. Djouad (2024) similarly found that Algerian consumers evaluate influencer-endorsed content more positively when the influencer's personal experience appears visible and verifiable.

Finally, over-reliance on digital automation can dehumanize H2H communication. Chatbots that simulate empathy, algorithmically generated personalization, and influencer content that monetizes authenticity can erode the very relational foundations they claim to build unless they are designed to enhance genuine human connection (Babay, 2025; Kotler et al., 2021).

SECTION 02: H2H COMMUNICATION STRATEGIES

Section 1 established H2H marketing as a paradigmatic orientation. This section examines H2H communication strategies as the main operational medium through which that orientation becomes visible to consumers. It defines the construct, maps its types and components, situates it in food and ready meals branding, and establishes its operationalization as the study's independent variable.

2.1 Definitions

H2H communication strategies are the approaches, techniques, and interaction formats through which brands translate the H2H orientation into concrete, consumer-visible practices. They differ from conventional marketing communication through their dialogic and bidirectional structure, empathetic orientation, authenticity, and capacity for real-time or near-real-time interaction across digital channels (Kotler et al., 2021; Babay, 2025).

Their defining feature is dialogue. Conventional marketing often follows a transmission logic in which a brand encodes and sends a message to a target audience. H2H communication is organized around interaction: the brand speaks, listens, interprets, and responds, making communication a collaborative process of meaning-making between active human agents (Kotler et al., 2021).

Babay (2025) describes H2H communication as emotionally intelligent dialogue. This includes empathy signals that validate consumer perspectives, emotional reciprocity that matches the consumer's affective tone, personalization that makes communication relevant, and authenticity cues that reveal genuine values rather than calculated image management.

Yassir provides an Algerian example of culturally specific H2H communication. The Algerian super-application systematically uses Dardja rather than formal Arabic or French, creating a peer-like communicative register that recognizes users' lived language and everyday culture (Yassir, 2026). Its growth to more than 10 million users across 40 Algerian cities suggests the commercial value of culturally authentic communication. For food brands, the same principle implies that communication grounded in Algerian humor, references, and linguistic codes can achieve stronger resonance than homogenized global FMCG messaging.

The linguistic dimension is particularly important for Algerian food communication because food is discussed in the intimate language of everyday life. A brand that speaks in an overly formal or foreign register may signal distance, while a brand that uses local idioms carefully can signal proximity and shared cultural membership. However, this strategy must remain

respectful and consistent; forced colloquialism can also appear opportunistic if the tone is not supported by genuine cultural understanding.

Because H2H communication operates through social media, messaging applications, community forums, live chat, and personalized sequences, its quality must be evaluated not by technical sophistication alone but by whether consumers experience the interaction as attentive, caring, and genuinely human (Braholli & Papajani, 2023).

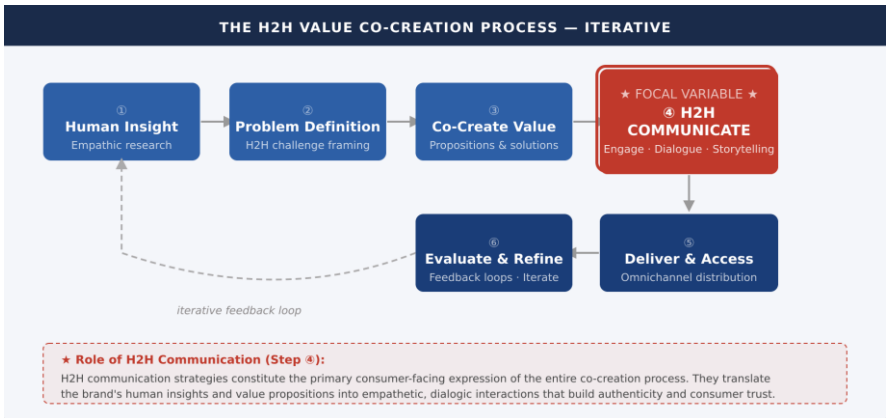
2.2 The H2H Marketing Paradigm and communication

Within Kotler et al.'s (2021) H2H framework, communication is strategically central because it is the principal medium through which the H2H orientation becomes visible and experienced. Without effective communication, even empathetic organizational cultures or sophisticated brand strategies remain relationally inert.

The H2H process moves from human insight and problem identification to co-created value propositions, communication, delivery, and ongoing refinement through feedback (Kotler et al., 2021). Communication threads through all stages but is most visible when brands inform, advise, engage, and respond across digital and physical touchpoints.

This centrality links H2H communication directly to trust management and brand management. Every communicative act is a trust act: it either supports or undermines the brand's claimed concern for the consumer. Similarly, the brand is not merely what its guidelines declare; it is what its communications consistently enact. Therefore, H2H communication should be evaluated through relational outcomes such as trust, authenticity, emotional resonance, and long-term engagement, not only through reach, impressions, or conversion metrics (Braholli & Papajani, 2023).

Figure 2.1 The Positioning of H2H Communication Strategies Across the Iterative H2H Value Co-Creation Process



***Source**: Personal efforts using LLMs adapted from Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature. p. 166.*

2.3 Typology of communication strategies

The practical landscape of H2H communication includes several strategies that differ in mechanisms and relational logic. Five categories are central for this study: personalized conversational marketing, storytelling, crisis communication, community-building and co-creation, and emotional family-oriented content.

2.3.1 Personalized Conversational Marketing

Personalized conversational marketing includes real-time interactive communications that engage consumers as individuals rather than segments. Examples include social media replies that address specific concerns, direct messaging interactions, and AI-assisted chatbots designed with warmth, situational awareness, and expressive variability rather than rigid formality (Kotler et al., 2021).

The key variable is the perceived humanness of the interaction, not the sophistication of the medium. Neuhaus et al. (2022) show that most consumers still prefer human agents because they demonstrate contextual sensitivity that automated systems struggle to reproduce. H2H conversational marketing must therefore balance scalability with authentic human presence.

Nestlé Algeria's repositioning of Gloria evaporated milk illustrates this strategy. To modernize a brand associated with older female consumers, Nestlé Algeria and Sense Conseil developed an influencer-led web series on Facebook and YouTube featuring relatable Algerian domestic scenarios (Sense Conseil, 2024). The campaign generated comments, shares, parodies, and testimonials, turning brand content into a platform for consumer-to-consumer dialogue. Hedid and Boudi (2020) similarly found that emotionally engaging digital content produces stronger purchase intention than information-only communication in Algeria.

The relevance of this example to ready meals branding lies in the shift from product claim to relational scene. The web-series format did not merely tell consumers that Gloria belonged in their households; it placed the product inside recognizable domestic interactions and invited audiences to comment, imitate, and reinterpret those interactions. This creates the conditions for H2H communication because consumers do not only receive the message; they participate in the social life surrounding it.

2.3.2 Storytelling

Storytelling is a powerful H2H strategy because it communicates brand identity, values, and purpose through narratives that engage cognition, emotion, imagination, and empathy (Makhmudova, 2023). In H2H contexts, effective storytelling relies on authentic voices:

employees, customers, and community members whose lived experiences embody the brand's values.

User-generated content (UGC) is especially credible because it originates outside the brand's official communicative apparatus. Reviews, testimonials, photos, recipe shares, and creative reinterpretations carry an authenticity premium that polished advertising rarely matches, so brands must cultivate communities from which real stories can emerge (Braholli & Papajani, 2023).

In Algeria, instant noodle consumers create UGC by sharing personalized preparations with tuna, cheese, spiced oils, and other local additions. This culinary storytelling shows cultural integration more credibly than formal advertising. Djouad (2024) found that influencer content perceived as reflecting genuine personal experience creates stronger brand identity associations than promotional content, which supports the strategic value of amplifying authentic consumer creativity.

2.3.3 Crisis Communication

Crisis communication is one of the most revealing tests of H2H commitments. Product failures, service disruptions, safety claims, or public controversies strip away polished communication and expose whether the brand's values are enacted under pressure.

Transparent crisis communication acknowledges problems promptly, takes responsibility where appropriate, explains corrective actions, and maintains dialogue with affected consumers. Such communication can strengthen trust by showing that authenticity survives adverse conditions. Evasive or tone-deaf responses, by contrast, confirm suspicions of inauthenticity and may cause more reputational damage than the crisis itself (Babay, 2025).

The Algerian instant noodles crisis shows the consequences of communicative passivity. Viral contamination claims, carcinogenicity concerns, and the COMESA regional alert were largely shaped by peer-to-peer channels because brands did not respond with the transparent, empathetic, and dialogic communication prescribed by H2H principles (COMESA, 2022; Premium Times, 2023). An appropriate response would have included immediate acknowledgment in Dardja, safety testing information, direct engagement with circulating claims, and sustained dialogue. The absence of these responses makes crisis transparency a central dimension in this study's operationalization.

This case also demonstrates that silence is itself a form of communication. In a networked environment, the absence of a brand response can be interpreted as indifference, guilt, or lack of control, even when none of these interpretations is factually correct. From an H2H

perspective, the brand's responsibility is therefore not limited to factual correction; it also includes emotional reassurance, respectful acknowledgment of consumer fears, and visible accountability.

2.3.4 Community-Building and value Co-Creation

Community-building strategies use digital and physical spaces to connect consumers around shared interests, experiences, and values. Branded communities, forums, groups, and participatory events reposition consumers as active contributors to the collective life of the brand rather than passive audiences (Braholli & Papajani, 2023).

Co-creation dialogues deepen this logic by inviting consumers to participate in products, services, storytelling, or brand experiences. In S-DL terms, these dialogues are strong authenticity signals because they structurally demonstrate respect for consumer agency and intelligence (Kotler et al., 2021).

Hamoud Boualem's Selecto brand offers a durable Algerian example. Founded in 1878 and operating through colonization, independence, and liberalization, the brand has become an anti-globalization cultural icon with around 50% of the soft drink market (Family Business Histories, 2022). Its communication around Ramadan, national holidays, family meals, and celebrations lets consumers reaffirm Algerian belonging through consumption.

NCA Rouiba provides a complementary case through communication centered on hospitality, iftar, family gatherings, and seasonal celebration. Hamoud Boualem's capital acquisition of NCA Rouiba strengthens this logic by combining two brands whose relational equity is grounded in Algerian national identity (Algeria Invest, 2025).

2.3.5 Emotional and Family-Oriented Content

For FMCG and food brands, emotional and family-oriented content draws on the intimate place of everyday products in domestic life. Narratives of shared meals, family warmth, intergenerational bonds, and community rituals create affective associations that exceed the product's functional value when they genuinely reflect consumers' lived experience (Kotler et al., 2021).

This strategy is particularly relevant for food and ready meals because eating is embedded in rituals of care, hospitality, and belonging. The noodles category can therefore use family-oriented content to connect affordability and convenience with emotional meanings around cooking for others, sharing meals, and adapting products to Algerian tastes.

Faderco's Bassma Djazairia strategy illustrates how emotional content gains credibility when grounded in verifiable commitments: local employment, domestic production, environmental stewardship, and SOS Villages d'Enfants partnership (Faderco, 2026). Applied to instant noodles, this suggests that family-oriented communication is strongest when linked to demonstrable actions such as local sourcing, school or family partnerships, and quality-control transparency rather than aesthetic family imagery alone.

2.4 Key Elements of H2H Communication Strategies

Effective H2H communication depends on the integration of several interdependent components: empathy signals, emotional reciprocity, personalization at scale, authenticity cues, and co-creation tone. The weakness of one component tends to reduce the credibility of the others.

Empathy signals are verbal, visual, or behavioral acts that communicate attentiveness to the consumer's feelings, perspectives, and circumstances. They include acknowledging feedback, designing messages around real consumer contexts, and amplifying underrepresented voices (Faus, 2025).

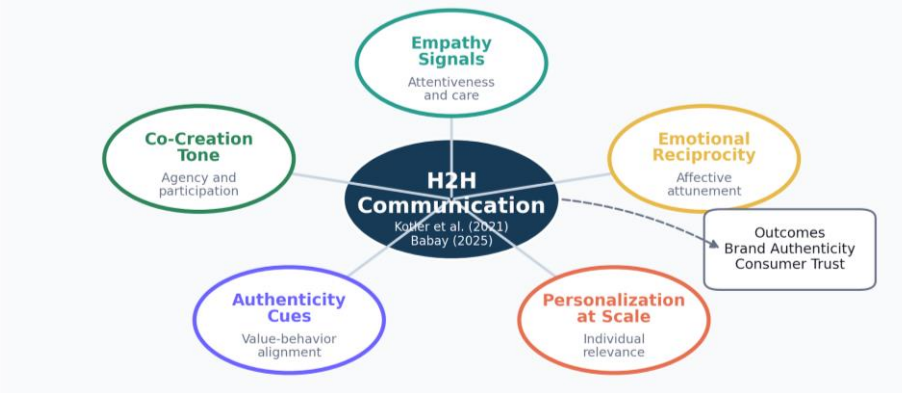
Emotional reciprocity refers to matching the consumer's affective register with an appropriate response. A brand that answers frustration with empathy or celebrates consumer milestones with warmth demonstrates a relational sensitivity that supports trust (Babay, 2025).

Personalization at scale is the effort to create communication that feels individually relevant while maintaining ethical data use and operational consistency. Its value depends not only on analytics but also on transparency and consumer benefit (Babay, 2025).

Authenticity cues are the signals through which a brand shows alignment between expressed values and observable behavior. These include unedited testimonials, honest acknowledgment of imperfection, consistency across channels, and avoidance of over-polished performativity (Kotler et al., 2021).

Co-creation tone is the communicative posture through which the brand treats consumers as collaborators. It appears when brands ask genuine questions, visibly incorporate feedback, and create transparent loops between consumer contribution and brand action (Kotler et al., 2021).

Figure 2.2. The Five Foundational Components of Effective H2H Communication Strategies



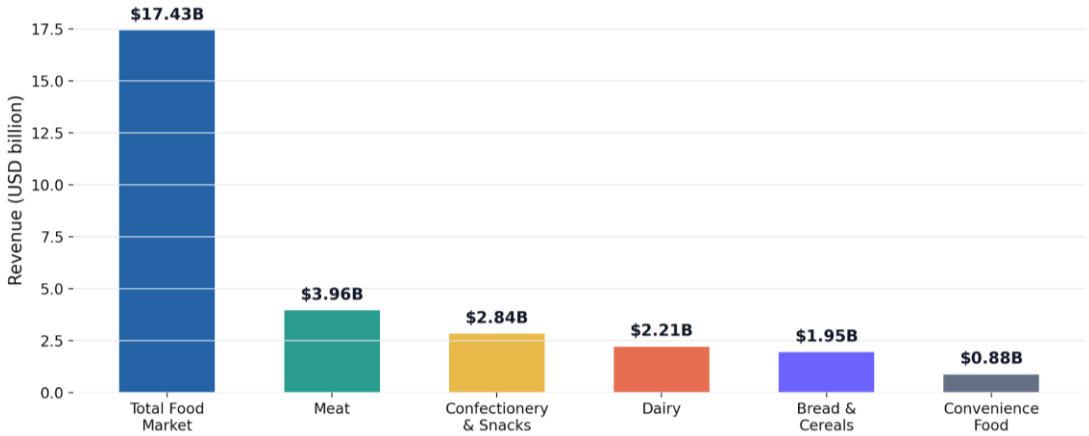
***Source**: Personal efforts using LLMs adapted from Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature; and Babay, H. (2025). H2H Marketing: Rethinking consumer brand relationship in the Web 5.0 era. International Journal of Social Science, Management and Economics Research, 3(3), 65–83.*

2.5 The case of Food and Ready Meals Branding

The food industry is a rich context for H2H communication because food products occupy an intimate place in everyday life. They are consumed daily, associated with sensory pleasure, family tradition, cultural identity, emotional care, and rituals of belonging. These associations create both opportunities and responsibilities for brands.

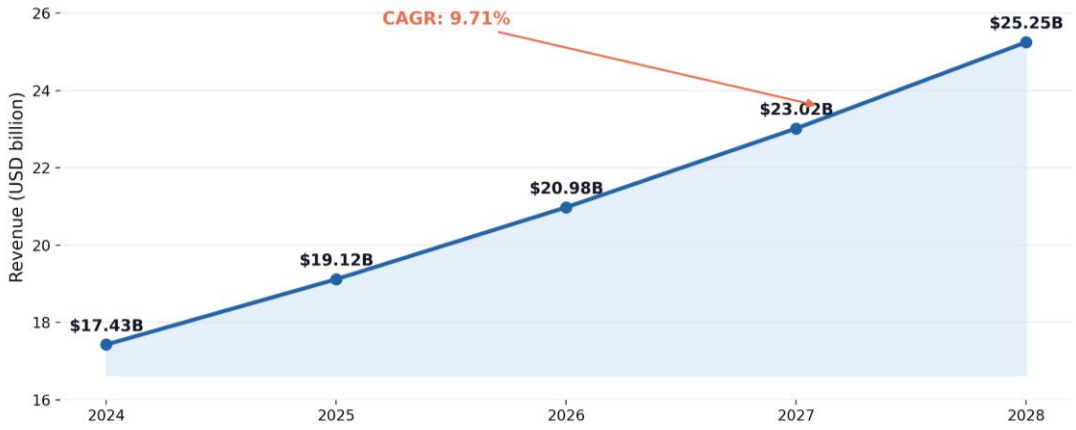
The family meal remains a powerful site of human connection even when modern lifestyles make it shorter or less formal. For ready meals and noodles brands, communication around family warmth, culinary tradition, and shared eating can activate emotional associations that exceed functional product attributes (Braholli & Papajani, 2023).

Figure 2.3: Algeria Food Market , Key Segments (2024)



***Source**: Personal efforts using LLMs adapted from Statista (2024). Food – Algeria / Statista Market Forecast. (2024). Convenience Food, Algeria.*

Figure 2.4: Algeria Food Market Revenue Projection (2024–2028)



***Source**: Personal efforts using LLMs adapted fromStatista (2024). Food ,Algeria / Statista Market Forecast. CAGR: 9.71% (2024–2028).*

Figures 2.3 and 2.4 show the market conditions in which H2H communication operates. Algeria's food market is projected to grow from US$17.43 billion in 2024 to US$25.25 billion in 2028, with a CAGR of 9.71%, while the convenience food segment is valued at US$880 million in 2024 and growing at 9.05% annually (Statista, 2024). These figures reflect urbanization, modern retail growth, time pressure, and rising demand for convenience foods.

The Algerian ready meals context is complicated by import restrictions. The 2018 import substitution environment, including the effective restriction of Indomie imports and later informal cabac distribution at tripled prices, created a forced-trial situation in which domestic noodle brands gained adoption through availability constraints rather than relational persuasion (USDA-FAS, 2024).

The H2H challenge is therefore to convert forced-trial consumers into relational loyalists. Drawing on Shimp and Sharma's (1987) consumer ethnocentrism framework, local brands can transform trial into loyalty when they activate both emotional connection and national economic identity. Effective Algerian food-brand communication must therefore combine empathy, co-creation, and family narratives with credible claims about local employment, Algerian sourcing, and community investment.

This dual register is not contradictory. Emotional H2H communication answers the consumer's personal question, 'Does this brand understand my life?', while national-economic communication answers the collective question, 'Does this brand contribute to our community?'. In the Algerian food sector, where family, hospitality, price sensitivity, and local pride intersect, the most credible brands are likely to connect both registers without reducing patriotism to a slogan.

Algerian convenience food consumers also navigate tensions between convenience and traditional cooking, international brand attraction and nationalist preference, digital fluency and food safety skepticism. Brands that acknowledge these tensions openly are more likely to be perceived as authentic than those that present a conflict-free consumer experience.

In practice, H2H food communication can take the form of authentic recipe sharing, behind-the-scenes production content, and community initiatives inviting consumers to share culinary traditions, family recipes, and food memories. Such practices work because recognizable domestic settings, real consumers, visible workers, agricultural origins, and quality-control transparency make the brand part of the consumer's relational and cultural world (Kotler et al., 2021; Makhmudova, 2023; Braholli & Papajani, 2023).

In FMCG markets where functional differentiation is limited, human connection becomes a key source of competitive advantage. A food brand that communicates with empathy, transparency, warmth, and cultural resonance is better positioned to build loyalty and resilient brand equity than one relying only on price promotions or mass advertising (Babay, 2025).

2.6 Limitations and Ethical Considerations

H2H communication in food branding carries ethical risks that must be addressed. The most consequential is perceived inauthenticity. Digitally literate consumers, especially younger ones, can detect staged authenticity, and a gap between emotional language and actual behavior may produce backlash rather than indifference (Babay, 2025).

Privacy and data ethics are also central because personalized food-brand communication uses behavioral, location, and preference data. In North African markets where digital consumer protection is developing, brands need transparent data governance that treats privacy as a relational promise, not merely a compliance obligation (Babay, 2025).

A related risk is over-personalization. When communication feels too precisely calibrated, consumers may experience surveillance rather than care, producing the personalization creepiness effect. H2H communication therefore requires relational judgment, not only technical personalization capacity (Babay, 2025).

Algeria's informal peer communication networks create further ethical responsibilities. WhatsApp family groups and neighborhood Facebook communities are important channels of food safety information, but their closed structures make misinformation difficult to correct. The Indomie insect-contamination video demonstrates that an H2H commitment to transparency requires brands to monitor, engage, and correct claims in ways that reach the same communities as the original message.

Influencer marketing adds another concern. Djouad (2024) found that Algerian respondents do not consistently distinguish undisclosed promotion from personal opinion, indicating vulnerability in the absence of mature disclosure norms. Ethical H2H brands should require clear disclosure of paid partnerships even when regulation is weak.

El Aissoug et al.'s (2024/2025) study of Jumia Algeria shows that perceived ease of use, service quality, and customer experience drive repurchase intention in Algerian digital commerce. For food brands, this implies that H2H investment should prioritize consistent experience quality across touchpoints rather than technological sophistication whose privacy costs may exceed its relational benefits.

2.7 The H2H Communication as an Independent Variable

The final task of this chapter is to justify H2H communication strategies as the independent variable of the empirical study. This requires identifying measurable dimensions, reviewing adapted measurement traditions, clarifying construct boundaries, and establishing theoretical and empirical justification.

2.7.1 Measurable Dimensions of H2H Communication

Based on the preceding analysis, H2H communication can be operationalized through five consumer-assessable dimensions.

The first dimension, Empathy and Emotional Resonance, captures whether brand communication is perceived as emotionally attentive, warm, and concerned with consumer wellbeing rather than purely commercial calculation (Kotler et al., 2021; Faus, 2025).

The second dimension, Personalization Quality, measures whether communication feels individually relevant and meaningfully tailored rather than generic. Perceived personalization is more important here than technical personalization sophistication (Babay, 2025).

The third dimension, Dialogic Engagement, captures genuine two-way communication: soliciting feedback, responding thoughtfully, and creating visible feedback loops between consumer contribution and brand behavior (Braholli & Papajani, 2023).

The fourth dimension, Authenticity and Transparency, measures whether communicated values appear aligned with observable brand behavior and whether communication is honest and consistent (Kotler et al., 2021; Morhart et al., 2015).

The fifth dimension, Co-Creation Participation, captures the extent to which consumers are invited to contribute to storytelling, product development, or community-building and whether their contributions are visibly valued (Vargo et al., 2010; Kotler et al., 2021).

2.7.2 Measurement Scales and Adapted Indicators

Because H2H marketing is recent, fully validated scales specific to H2H communication remain limited. However, adjacent measurement traditions provide suitable foundations for adapted indicators.

Perceived interactivity scales from digital marketing and computer-mediated communication capture dialogic, responsive, and participatory communication, aligning with dialogic engagement and co-creation (Braholli & Papajani, 2023). Morhart et al.'s (2015) Perceived Brand Authenticity Scale provides validated measures of genuineness, integrity, and value alignment that can be adapted to communication-level perceptions. Personalization constructs from e-commerce and direct marketing can similarly support items measuring the consumer's experience of tailored communication.

For this study, a composite H2H communication scale of 2 items will be developed and adapted to the Algerian ready meals and noodles context. Items will use a seven-point Likert scale from 1 (strongly disagree) to 7 (strongly agree), asking respondents to assess the H2H qualities they perceive in the target brand's communications.

The adapted items should therefore be phrased in consumer-perception terms, such as whether the brand seems to listen, whether its communication feels honest, whether it reflects Algerian everyday life, whether it invites consumer participation, and whether personalized messages feel useful rather than intrusive. This phrasing aligns the measurement instrument with the theoretical position that H2H is not what the brand claims to do, but what consumers experience in interaction.

2.7.3 Construct Validity and Conceptual Boundaries

Construct validity requires clarifying what H2H communication is not. It is not equivalent to digital marketing or social media marketing, although these channels may express it. Digital marketing also includes practices such as programmatic advertising or clickbait that may contradict H2H principles (Kotler et al., 2021).

H2H communication is also not the same as customer service, though empathetic service interactions can express it. Customer service is often reactive and problem-focused, while H2H communication includes proactive, relational, and community-building interactions before, during, and after service encounters.

Finally, H2H communication must be distinguished from the dependent variables of perceived brand authenticity and consumer trust. It is analytically prior: the communicative stimulus through which authenticity perceptions and trust dispositions are formed.

2.7.4 Justification as an Independent Variable

The decision to treat H2H communication strategies as the independent variable follows from theoretical logic and empirical precedent. Theoretically, H2H communication is the primary consumer-visible site where the brand's claims to empathy, authenticity, individualization, and co-creation are enacted or contradicted.

Empirically, emerging H2H research links perceived communication quality, including dialogue, emotional resonance, personalization, and authenticity, to brand identification, engagement, purchase intention, loyalty, and trust (Braholli & Papajani, 2023; Makhmudova, 2023; Babay, 2025). Testing this construct in Algerian food branding extends H2H theory into a geographically and sectorally underexplored context.

This empirical positioning also justifies the Algerian ready meals context. The category combines frequent consumption, low functional differentiation, strong family symbolism, price sensitivity, and high vulnerability to food safety rumors. These characteristics make it an appropriate setting for observing whether H2H communication can transform routine product contact into authenticity perceptions and trust.

The focus on consumer perception is also deliberate. From the perspectives of S-DL, SET, and relationship marketing, it is not the brand's internal self-assessment that produces authenticity and trust; it is the consumer's experience of communication as empathetic, authentic, personalized, dialogic, and co-creative (Kotler et al., 2021; Vargo et al., 2010).

CONCLUSION

This chapter established the theoretical and conceptual architecture of the study. Section 1 traced the evolution from transactional and relational paradigms toward H2H marketing, defined its core commitments, explained its pillars of trust and brand management, and grounded it in relationship marketing, Social Exchange Theory, and Service-Dominant Logic. It also addressed the ethical limits of H2H, especially human-washing, privacy, and automation.

Section 2 operationalized H2H at the level of communication strategies. It identified personalized conversational marketing, storytelling and UGC, transparent crisis communication, community-building and co-creation, and emotional family-oriented content as the principal strategy types. It also defined the key components of effective H2H communication: empathy signals, emotional reciprocity, personalization at scale, authenticity cues, and co-creation tone.

By situating these strategies within Algeria's food and ready meals market, the chapter showed why H2H communication is especially relevant in a context shaped by digital connectivity, family-oriented food culture, import substitution, food safety concerns, and strong peer-to-peer trust networks. The central proposition emerging from this theoretical work is that H2H communication strategies generate perceived brand authenticity, which in turn strengthens consumer trust, while additional direct effects may also operate alongside this mediated pathway. This proposition will guide the next chapters' examination of brand authenticity, consumer trust, hypotheses, and empirical testing.

CHAPTER 02:

BRAND AUTHENTICITY & CONSUMER TRUST

INTRODUCTION

Chapter 1 established H2H (Human-to-Human) marketing as the independent variable of this study, grounding it within three converging theoretical traditions; Relationship Marketing, Social Exchange Theory (SET), and Service-Dominant Logic (S-DL); and operationalising it across five measurable communication dimensions: Empathy and Emotional Resonance, Personalization Quality, Dialogic Engagement, Authenticity and Transparency, and Co-Creation Participation. It also established that authenticity, while constitutive of H2H communication at the strategic level, functions simultaneously as an outcome construct that consumers evaluate as a result of those communicative acts. The present chapter builds directly on that theoretical architecture by developing, with full academic rigour, the two dependent variables of the study: Perceived Brand Authenticity and Consumer Trust.

This transition from independent to dependent variable is not merely structural; it reflects a conceptual deepening. Where Chapter 1 theorised how firms enact H2H principles in their communicative practices, this chapter examines how consumers psychologically process and evaluate those practices. The shift, in other words, is from strategic input to perceptual outcome; from what brands do to what consumers conclude. Understanding this processing logic is indispensable, both for theorising the H2H → Authenticity → Trust causal chain and for constructing the measurement instruments through which that chain will be empirically tested.

The chapter is structured in three sections. Section 1 examines Brand Authenticity: its conceptual definition, four-dimensional theoretical architecture, validated measurement instrument, and its specific relevance within food branding contexts. Section 2 analyses Consumer Trust: its multi-dimensional structure, contemporary digital adaptations, and the empirical evidence linking it to authenticity perceptions. Section 3 extends the theoretical foundations of Chapter 1; specifically S-DL, SET, and Relationship Marketing; to explain the mechanisms through which H2H communication generates authenticity, and through which authenticity generates trust. It additionally introduces Signalling Theory as a complementary mechanistic account. A full reference list follows.

SECTION 01: BRAND AUTHENTICITY

Although authenticity has philosophical antecedents reaching back to existentialist thought; particularly Heidegger's notion of "ownmost" being and Sartre's account of "bad faith"; its migration into marketing scholarship represents a qualitatively distinct theoretical development. In the consumer behaviour domain, authenticity designates not a metaphysical property of the brand itself but a perceptual judgment that consumers form about a brand's sincerity, coherence, and moral consistency. As Gilmore and Pine (2007, p. 5) observe, "authenticity has overtaken quality as the prevailing purchasing criterion, just as quality overtook cost, and as cost overtook availability." Understanding what this construct means, how it is dimensionally constituted, and how it is reliably measured is essential groundwork for any empirical investigation of H2H marketing effects.

1.1 Definition and Theoretical Evolution

Brand authenticity is defined in the contemporary marketing literature as the consumer's subjective perception that a brand faithfully adheres to its expressed values, remains consistent across time and context, and communicates with genuine intent rather than strategic performance. Crucially, this is a perceived authenticity; what Morhart et al. (2015) term Perceived Brand Authenticity (PBA); rather than an objective property of the brand that could be externally verified. The distinction is analytically critical: a brand may, from an operational standpoint, be entirely consistent and ethically managed, yet be perceived as inauthentic by consumers whose evaluative heuristics lead them to different conclusions. Conversely, a brand engaging in calculated authenticity performances may, under some conditions, generate genuinely positive authenticity perceptions, at least temporarily.

The conceptual evolution of the construct reflects a progressive enrichment. Early marketing treatments of authenticity focused principally on its heritage and origin dimensions; the "made in" provenance appeals, the "since 18xx" temporal markers, the artisanal production narratives; treating authenticity largely as an indexical property: a cue pointing to verifiable historical or geographical facts (Morhart et al., 2015). This narrow operationalisation was progressively challenged by scholars who demonstrated that authenticity perceptions also emerge from existential and iconic dimensions: from consumers' sense that a brand resonates with their own self-concept and from the brand's capacity to embody cultural ideals that transcend any specific historical or geographic referent (Fritz et al., 2017).

The integrative framework developed by Morhart et al. (2015) synthesises these traditions into a four-dimensional model that acknowledges the multi-source nature of authenticity perception; indexical, existential, and iconic cues all contributing, in different proportions for different consumers and brand categories, to the overall PBA judgment. This framework is the most comprehensively validated in the peer-reviewed literature and constitutes the conceptual foundation for the present study's operationalisation of the construct.

Recent scholarship has further extended the authenticity concept into sustainable branding contexts. Hanhimäki (2025) demonstrates that authenticity functions as a critical mediator between sustainable brand claims and consumer trust outcomes, finding that when consumers perceive a brand as authentic, they are significantly more likely to trust its sustainability commitments and extend that trust to repurchase intentions; a finding with direct implications for the food sector, where sustainability claims are both commercially salient and scepticism-prone.

1.2 The Dimensions of Perceived Brand Authenticity

The architecture of Perceived Brand Authenticity, as systematised by Morhart et al. (2015) through a multi-phase scale development process involving qualitative exploration, expert validation, and confirmatory factor analysis across multiple samples and cultural contexts, comprises four interrelated but analytically distinct dimensions. Understanding each dimension individually, and appreciating how they interact as a system, is essential for grasping why certain H2H communication strategies generate authenticity perceptions while others fail to do so.

1.2.1 Continuity

The Continuity dimension captures the consumer's perception that the brand maintains a stable, coherent identity across time; that it has not compromised its founding values in pursuit of market trends or short-term commercial advantage. Continuity is, in effect, a temporal consistency judgment: it answers the consumer's implicit question, "Is this brand the same brand it has always been?" (Morhart et al., 2015). Brands with high perceived continuity are experienced as reliably predictable; a characteristic that, in the context of FMCG food products where purchase decisions are habitual and cognitively low-engagement, reduces the psychological cost of brand evaluation at each purchase occasion.

In the Algerian food market, continuity perceptions are particularly powerful precisely because the market has undergone rapid structural transformation over the past decade. The import substitution policies of the post-2018 period, which effectively removed several reference international brands from retail shelves, disrupted consumers' established continuity expectations and created new opportunities for domestic brands to establish continuity narratives of their own. The Hamoud Boualem case; a brand whose 148-year operational history constitutes an almost unassailable continuity credential; illustrates the competitive advantage that high continuity perceptions confer (Family Business Histories, 2022). For newer food brands, including the domestic noodle producers that emerged in Indomie's absence, continuity must be actively constructed through consistent storytelling rather than passively inherited from operational history.

1.2.2 Credibility

The Credibility dimension reflects the consumer's assessment of whether the brand consistently delivers on its communicated promises; whether, in other words, there is an observable alignment between what the brand claims and what it demonstrably produces. Fritz et al. (2017) characterise credibility as the "performance integrity" of the brand: the absence of a gap between marketing assertion and consumer experience. While Continuity is a temporal consistency judgment, Credibility is a promissory consistency judgment; that concerns the reliability of the brand's output rather than the stability of its identity.

In food branding, Credibility is inseparable from product safety. When consumers cannot independently verify ingredient quality, production conditions, or supply chain provenance; precisely the conditions that characterise most packaged food purchases; they rely on brand Credibility as a cognitive proxy for safety assurance. The collapse of Indomie's Credibility perceptions in Algeria following the viral contamination rumour and subsequent health-safety concerns (detailed in Chapter 1) provides a vivid illustration of how fragile this dimension can be in the face of unmediated peer-to-peer information flows. Credibility, once called into question within a high-density social media environment, is disproportionately difficult to restore.

1.2.3 Integrity

The Integrity dimension concerns the consumer's perception of the brand's moral fibre; its commitment to principles that transcend commercial self-interest. A brand perceived as high in Integrity is one that consumers believe would not exploit them for short-term gain, would acknowledge its mistakes honestly, and would prioritise the long-term welfare of its consumers over its quarterly revenue targets. Morhart et al. (2015) describe Integrity as the "ethical soul"

of the brand, positioning it as the dimension most directly connected to the moral dimensions of the H2H framework; which, as Chapter 1 established, understands authenticity not merely as a strategic asset but as a moral commitment.

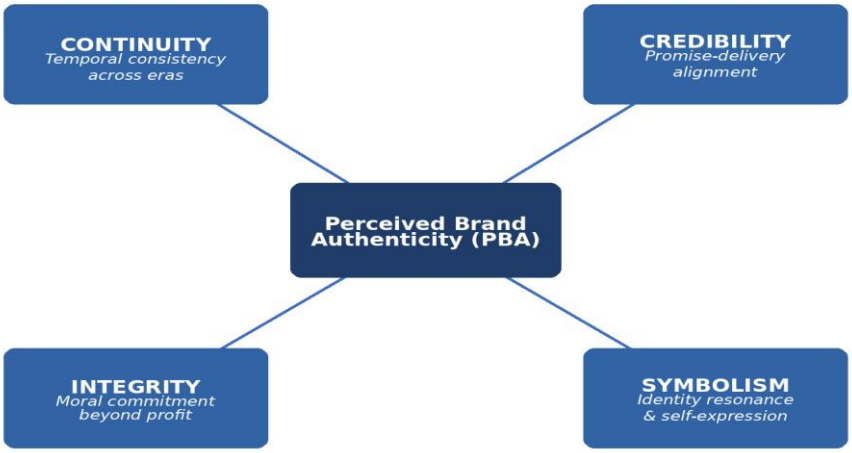
Integrity perceptions are particularly germane in the crisis communication context examined in Chapter 1. A brand that has established high Integrity perceptions possesses what the present study terms a "trust reservoir"; a store of moral credit that can absorb the reputational impact of isolated crises without a systemic collapse of consumer confidence. This reservoir is built through accumulated episodes of principled behaviour rather than through single spectacular acts of generosity, which is precisely why the H2H emphasis on consistent, empathetic communication across all touchpoints is strategically foundational rather than merely supplementary.

1.2.4 Symbolism

The Symbolism dimension; the most distinctively existential of the four, captures the brand's capacity to function as a resource for consumer self-expression and identity construction. A brand high in Symbolism is one that consumers experience as resonant with their own values, aspirations, and self-concept: consuming it becomes, in a meaningful sense, a self-authenticating act, a small but psychologically significant affirmation of who one is or wishes to be. Morhart et al. (2015) find that Symbolism is the dimension most directly implicated in the self-congruence effects that drive brand choice likelihood, particularly among consumers high in "self-authenticity"; the dispositional tendency to seek alignment between one's inner values and outward behaviour.

For food brands in Algeria, the Symbolism dimension operates along several axes simultaneously: national identity (choosing a domestic brand as an expression of patriotic values), family membership (choosing a brand that "our family has always used"), and modernity-traditionalism positioning (choosing a convenience food that allows working mothers to fulfil their caregiving obligations without abandoning culinary quality standards). H2H communication strategies that successfully align brand messaging with these identity axes; particularly through emotionally resonant storytelling and culturally calibrated symbolism; can generate powerful Symbolism perceptions that create demand resilience against purely price-based competitive attacks.

Figure 2.1 : The Four Dimensions of Perceived Brand Authenticity (PBA)



***Source**: Personal efforts using LLMs adapted fromMorhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. Journal of Consumer Psychology*

1.3 The Perceived Brand Authenticity (PBA) Scale: Validity and Application

The operationalisation of Perceived Brand Authenticity in the present study employs an adapted 14-item scale adapted from the 15-item PBA scale developed and validated by Morhart et al. (2015) through a rigorous multi-phase scale development procedure. The procedure combined qualitative consumer interviews and focus groups to generate an initial item pool, expert panel review to assess content validity, exploratory factor analysis to identify the dimensional structure, and confirmatory factor analysis across multiple samples in different cultural contexts; including French-speaking and German-speaking Switzerland; to establish construct validity, convergent validity, discriminant validity, and reliability. The resulting four-factor structure demonstrated excellent fit indices and strong Cronbach's alpha values across all dimensions, establishing the scale's suitability as a gold-standard instrument for authenticity measurement.

Figure 2.2 : The 15-Item PBA Scale: Dimensions and Illustrative Items

CONTINUITY	CREDIBILITY	INTEGRITY	SYMBOLISM
"This brand has a consistent identity across time."	"There is no gap between what this brand says and what it does."	"This brand has moral principles."	"This brand helps me express who I am."
"This brand stays true to itself."	"This brand has the abilities to do what it claims to do."	"This brand is not motivated only by profit."	"Using this brand is a statement about what I value."

***Source**: Personal efforts using LLMs adapted fromMorhart, F., Malär, L., Guèvremont, A., Girardin, F., & Grohmann, B. (2015). Brand authenticity: An integrative framework and measurement scale. Journal of Consumer Psychology.*

The scale's cross-cultural robustness is a particularly important methodological credential for the present study's application in the Algerian market. Morhart et al. (2015) found that the four-dimensional structure of PBA held across different national and cultural contexts, suggesting that the underlying cognitive architecture of authenticity perception; the tendency to evaluate brands along the dimensions of temporal consistency, promissory reliability, moral commitment, and identity resonance; reflects a general feature of consumer psychology rather than a culturally specific Western European phenomenon. This finding licenses the application of the PBA scale in Algeria without fundamental reconceptualisation of the underlying construct, though contextually sensitive item adaptation for the Arabic-French bilingual Algerian consumer environment will be required in the operationalisation process.

Lyu, Wang and Zhang (2026), in their SEM-based study of brand authenticity effects in the nutrition market (n = 300), provide the most methodologically proximate validation for the present study's measurement approach. Their confirmatory factor analysis supported the reliability of authenticity measurement in food-adjacent contexts, and their structural model demonstrated that Perceived Brand Authenticity significantly predicts Consumer Trust ($\beta = 0.54$, $p < 0.001$); a finding directly theoretically aligned with Hypothesis 2 of the present study. The cross-validation of PBA measurement across nutrition and food contexts strengthens confidence in its applicability to the Algerian ready meals and noodles category.

1.4 Brand Authenticity in Food Branding

The application of the brand authenticity construct to the food sector generates several analytically distinctive dynamics that are not fully captured by authenticity research conducted in other product categories; particularly durable goods, luxury products, or pure digital services. These dynamics arise from three fundamental characteristics of food as a product category: its intimate bodily consumption, its embeddedness in cultural and familial ritual, and its susceptibility to credence quality problems.

Food's intimate bodily consumption means that authenticity failures carry physical, not merely psychological, risk implications. When an Algerian consumer perceives a noodle brand as inauthentic; when they suspect that the brand's claims about ingredient quality, production standards, or safety practices do not accurately reflect reality; the resulting concern is not merely about having been deceived as a consumer but about having exposed their own or their family's body to potential harm. This embodied dimension of food authenticity perceptions amplifies the psychological salience of both the Credibility and Integrity dimensions, making authenticity

a higher-stakes construct in food contexts than in most other product categories (Lyu et al., 2026).

Food's cultural and ritual embeddedness, conversely, amplifies the psychological salience of the Continuity and Symbolism dimensions in ways that do not operate with equivalent intensity in other categories. A food brand that participates in the rituals of Algerian family life; the iftar meal, the family couscous, the convenience noodle that a student mother prepares for her child during a busy week; becomes associated with the emotional meaning of those rituals rather than merely with the functional satisfaction of a hunger need. The brand's authenticity is therefore partly constituted by its resonance with these cultural meanings, and H2H communication strategies that acknowledge and honour this cultural embeddedness; rather than imposing a decontextualised global brand persona; are more likely to generate strong Symbolism and Continuity perceptions.

Finally, food's credence quality problems; the structural difficulty that consumers face in independently verifying ingredient quality, production hygiene, or nutritional content at the point of purchase or even after consumption; create a specific authenticity dynamic in which consumers are heavily reliant on brand communications and peer information as substitutes for direct quality verification. Fritz et al. (2017) demonstrate that in product categories characterised by high credence qualities, Credibility perceptions function as a cognitive insurance mechanism: when consumers cannot verify quality directly, they rely on their assessment of the brand's communicative honesty as a proxy for product quality assurance. This mechanism is precisely the one that H2H communication strategies, with their emphasis on transparency and dialogic engagement, are structurally designed to activate.

SECTION 02: CONSUMER TRUST

Consumer trust, unlike brand authenticity, has a substantially longer empirical history in marketing and organisational scholarship, predating the emergence of H2H theory by several decades. This intellectual seniority confers both advantages and complications: advantages because the construct is theoretically rich, empirically well-validated, and connected to a broad base of empirical findings across diverse product categories and cultural contexts; complications because the proliferation of trust definitions, dimensional frameworks, and measurement instruments has generated a degree of conceptual fragmentation that a rigorous study must navigate carefully. The present section establishes a theoretically grounded, empirically defensible conceptualisation of Consumer Trust that is coherent with the H2H

framework developed in Chapter 1 and with the Brand Authenticity construct developed in Section 1.

2.1 Definition

The foundational conceptual work on Consumer Trust in the marketing literature converges on a definition of trust as "a confident expectation that the brand will behave reliably and benevolently in situations involving consumer vulnerability or risk"; a formulation that synthesises the cognitive and affective dimensions of the construct (Delgado-Ballester & Munuera-Alemán, 2003). This definition captures three analytically important features of trust as a psychological state. First, it is prospective rather than retrospective: trust is a prediction about future behaviour, not merely a summary of past behaviour, which is why it cannot be fully reduced to satisfaction or to attitude. Second, it involves an acknowledgement of vulnerability: to trust is to accept a degree of exposure to the possibility of betrayal, which is why trust represents a qualitatively more significant relational commitment than mere preference or satisfaction. Third, it is multi-dimensional: the "reliably" and "benevolently" qualifiers point to structurally distinct components that may not always co-occur.

Morgan and Hunt's (1994) commitment-trust theory of relationship marketing established trust as one of the two central mediating variables in relationship marketing outcomes, arguing that trust exists "when one party has confidence in an exchange partner's reliability and integrity" (p. 23). This formulation, while originally developed in the context of inter-firm channel relationships, has been extensively applied and validated in consumer-brand relationship contexts, where the brand occupies the role of the trusted partner and the consumer the role of the trusting party. Kahcha and Errabih (2025), in a quantitative study of 103 Moroccan companies, confirm that trust significantly reduces customer churn risk ($\beta = 0.348$, $p = 0.006$), empirically establishing the behavioural consequences of trust in a North African market context that is geographically and culturally proximate to Algeria.

The Edelman Trust Barometer (2025) provides critical global contextual data for understanding the current state of consumer trust in brands. The 2025 report; based on a survey of over 15,000 respondents across 15 countries; identifies a fundamental shift in trust architecture: consumers increasingly locate trust in their immediate personal networks and daily brand relationships rather than in institutional authorities, a finding that has profound implications for H2H marketing strategies. The report identifies financial anxiety as a growing trust-undermining force, particularly for consumers under 45, while simultaneously documenting consumers' growing dependence on trusted brands as sources of stability in economically volatile environments. For food brands in emerging markets like Algeria, these

findings translate into a specific imperative: brands that demonstrably prioritise consumer welfare over commercial self-interest, and that communicate this prioritisation through genuine human interaction rather than institutional declaration, will capture the trust dividend that more distant, impersonal brands forfeit.

2.2 Dimensions of Consumer Trust

The most empirically validated framework for conceptualising the dimensional structure of Consumer Trust in brand contexts is the model developed by Delgado-Ballester and Munuera-Alemán (2003), which identifies two primary dimensions; Reliability and Benevolence; as constitutive of the consumer-brand trust relationship. These dimensions correspond, respectively, to what trust scholarship more broadly terms cognitive and affective trust (McAllister, 1995): a rational evaluation of the brand's competence and consistency (Reliability) and an emotional judgment about the brand's motivational orientation toward the consumer's welfare (Benevolence). The present study adopts this two-dimensional structure as the primary framework for operationalising Consumer Trust, while engaging with the organisational trust tradition of Mayer, Davis and Schoorman (1995) at the conceptual level to enrich theoretical grounding.

2.2.1 Reliability

Reliability, as the cognitive dimension of Consumer Trust, reflects the consumer's belief that the brand possesses the technical competence, operational consistency, and functional integrity required to deliver on its communicated commitments. It is, in essence, a prediction about the brand's future performance reliability based on an evaluation of its performance history and observed organisational capabilities. For FMCG food brands, Reliability is the consumer's assessment of whether the product will consistently meet its stated quality, safety, and sensory standards across purchase occasions; the confidence that this packet of noodles will taste the same as the last, that the dairy product will meet its nutritional claims, that the juice will be free from the contaminants that the brand has promised to exclude.

The theoretical connection between Reliability and Brand Authenticity is direct: the Credibility dimension of PBA is the consumer's assessment of whether the brand's communicative claims accurately reflect its actual performance, which is the input variable for the Reliability dimension of trust. When perceived Credibility is high; when the consumer believes that what the brand says corresponds to what the brand does; the resulting Reliability trust judgment is correspondingly elevated. Lyu et al. (2026) provide empirical confirmation of this mechanism in a food-adjacent context, demonstrating that brand authenticity perceptions

significantly predict consumer trust ($\beta = 0.54$, $p < 0.001$), with the self-congruence and sincerity mechanisms partially mediating this relationship.

2.2.2 Benevolence

Benevolence, as the affective dimension of Consumer Trust, reflects the consumer's judgment that the brand is motivated by a genuine concern for their welfare; that the brand is not purely profit-maximising but possesses something analogous to a "human heart" that orients its decision-making toward the consumer's long-term interests. Delgado-Ballester and Munuera-Alemán (2003) emphasise that Benevolence is the dimension most directly implicated in the vulnerability acceptance that defines trust: a consumer trusts benevolently only when they believe that the trusted party would not exploit their vulnerability even when doing so would be commercially advantageous. This judgment is precisely the one that H2H communication strategies, through their emphasis on empathy and genuine emotional responsiveness, are structurally designed to generate.

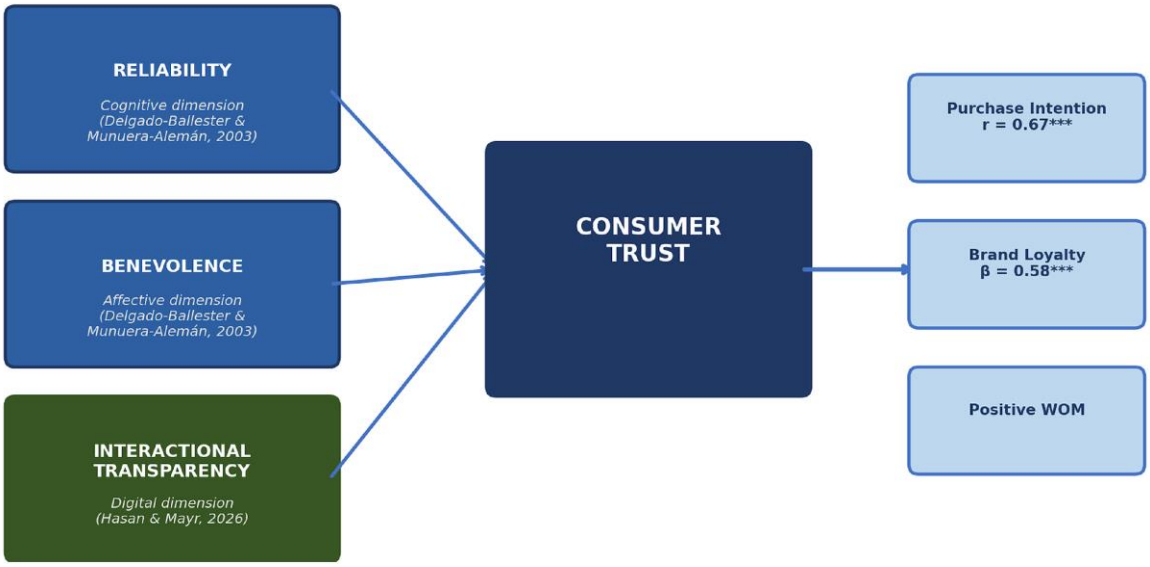
The theoretical connection between Benevolence and Brand Authenticity runs through the Integrity dimension of PBA. A brand perceived as high in Integrity; as possessing genuine ethical commitments that it maintains even when facing adversity; provides the consumer with compelling evidence for a Benevolence judgment: if the brand is demonstrably committed to its values rather than merely to its revenues, the consumer can reasonably infer that its motivational orientation is compatible with the consumer's own interests. This "integrity-benevolence" pathway is one of the central mechanisms through which the Authenticity → Trust causal chain operates, and it is directly theorised in Hypothesis 3 of the present study.

2.2.3 The Mayer, Davis and Schoorman (1995) Framework

The organisational trust model of Mayer, Davis and Schoorman (1995); which identifies Ability, Benevolence, and Integrity as the three foundational "trustworthiness factors" that together determine whether a trusted party is perceived as worthy of trust; provides complementary theoretical grounding for the present study's trust conceptualisation. While this model was originally developed to explain inter-personal trust within organisational hierarchies, its extension to consumer-brand relationships has been validated across multiple empirical contexts. The model is particularly valuable here because it explicitly distinguishes Integrity as a separate trustworthiness factor from Benevolence; a distinction that Chapter 1's original analysis failed to maintain, conflating the Integrity dimension of PBA (which is an authenticity construct) with Integrity as a trust antecedent (which is a trustworthiness judgment). The present study maintains this distinction carefully: PBA-Integrity is the authenticity-level perception of the brand's moral consistency, while Mayer et al.'s Integrity as

a trustworthiness factor is the trust-level judgment that the brand's behaviour is governed by acceptable principles; these are related but not identical constructs measured at different levels of the causal chain.

Figure 2.3 : The Multi-Dimensional Structure of Consumer Trust Adopted in This Study



Source: *Personal efforts using LLMs adapted fromDelgado-Ballester, E., & Munuera-Alemán, J. L. (2003). Development and validation of a brand trust scale. International Journal of Market Research; Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. Academy of Management Review; Hasan, S., & Mayr, A. (2026). Consumer trust in digital marketing. Global Insights in Management and Economic Research.*

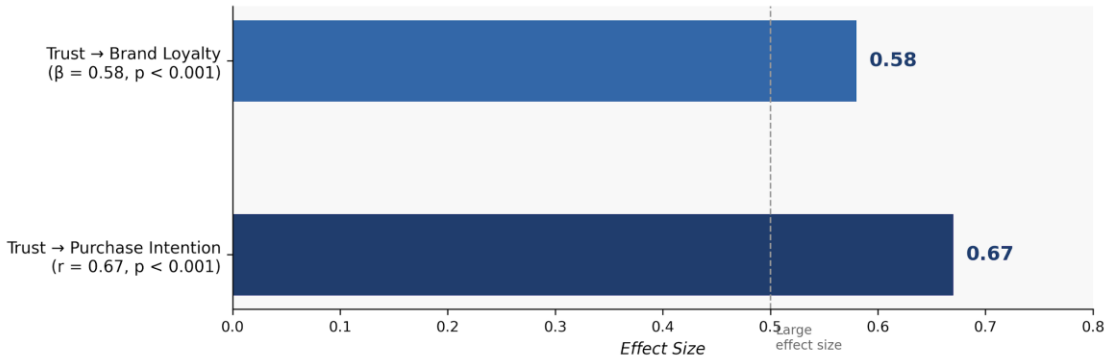
2.3 Consumer Trust in Digital and Social Commerce Environments

The contemporary environment within which consumer trust in food brands is formed, maintained, and disrupted is fundamentally digital; a transformation whose implications extend well beyond the channels through which trust-relevant information is communicated. Hasan and Mayr (2026), in a systematic literature review of 89 peer-reviewed studies on consumer trust in digital marketing conducted across four major databases, identify five primary dimensions influencing digital consumer trust: platform characteristics (security, privacy, design quality), information quality (accuracy, relevance, transparency), social influence (reviews, ratings, social proof), vendor reputation (brand credibility, track record), and technological factors (AI integration, personalisation, user experience). This multi-dimensional framework demonstrates that digital trust is considerably more structurally complex than trust as conceptualised in pre-digital relationship marketing models, requiring an integrated approach that addresses technological, social, informational, and reputational dimensions simultaneously.

Ahmad, Ghani and Hamid (2025), in a systematic literature review of consumer trust and social commerce engagement (JTAER, 2025), identify four thematic clusters of trust predictors:

technological factors, organizational factors, social factors, and motivational factors. The social factor cluster is particularly relevant for the Algerian context: the study finds that social presence; the degree to which a digital interaction conveys a sense of genuine human contact; is among the most consistent predictors of consumer trust in social commerce environments. This finding provides independent theoretical grounding for the H2H hypothesis: if social presence drives trust in social commerce, then H2H communication strategies, which are specifically designed to maximise the perceived human presence in brand interactions, should generate correspondingly elevated trust outcomes. The study's identification of social influence; peer reviews, ratings, and social proof; as a primary trust driver also aligns with the Algerian eWOM findings discussed in Chapter 1, where peer-to-peer information was found to be the most trusted information source among Algerian consumers (Bousbia et al., 2017).

Figure 2.4 : Empirical Effect Sizes: Consumer Trust on Purchase Intention and Brand Loyalty



***Source**: Hasan, S., & Mayr, A. (2026). Consumer trust in digital marketing: A systematic literature review and conceptual framework. Global Insights in Management and Economic Research.*

Hasan and Mayr (2026) further document the empirical magnitude of the trust-behaviour relationship in digital contexts: trust significantly impacts purchase intention ($r = 0.67$, $p < 0.001$) and brand loyalty ($\beta = 0.58$, $p < 0.001$); effect sizes that confirm trust as not merely a theoretically interesting construct but a commercially decisive one. For Algerian food brands investing in H2H communication strategies, these figures translate into a compelling value proposition: investments in trust-building communication generate measurably large downstream behavioural returns.

2.4 Measurement Frameworks

The empirical measurement of Consumer Trust for the present study employs an adapted version of the Delgado-Ballester Brand Trust Scale (BTS), which provides validated items for measuring both the Reliability and Benevolence dimensions of brand trust across FMCG product categories (Delgado-Ballester & Munuera-Alemán, 2003). The original scale employs between 8 and 11 items in a Likert-style format, with demonstrated reliability (Cronbach's $\alpha >$

0.80 across both dimensions) and convergent and discriminant validity through confirmatory factor analysis in multiple European and Latin American samples.

However, as Chapter 1's analysis of the Algerian digital landscape established; 33.49 million internet users, 24.85 million active social media users, Facebook penetration of 69.4% of the total population (DataReportal, 2024; NapoleonCat, 2024); the channels through which Algerian consumers form, test, and revise their trust judgments are predominantly digital. A trust measurement instrument calibrated exclusively to the pre-digital relationship marketing context therefore risks failing to capture the "Interactional Transparency" dimension; the consumer's assessment of how the brand handles public criticism, data privacy, and real-time responsiveness; that has become analytically central in contemporary digital trust research (Hasan & Mayr, 2026).

The present study therefore adapts the BTS by incorporating three additional items measuring Interactional Transparency, derived from the contemporary digital trust literature and pre-tested for face validity within the Algerian FMCG consumer context. With adaptation from pilot testing, this produces a 9-item composite scale that captures both the foundational cognitive-affective trust dimensions of Delgado-Ballester and Munuera-Alemán (2003) and the digital-interactional trust dimension that the contemporary Algerian brand-consumer communication environment demands. All items are assessed on a seven-point Likert scale (1 = Strongly Disagree; 7 = Strongly Agree).

Table 2.1: Comparative Analysis of Brand Trust Measurement Frameworks

Scale / Author(s)	Core Dimensions	Contextual Strength	Application in This Study
Brand Trust Scale (BTS)(Delgado-Ballester & Munuera-Alemán, 2003)	Reliability; Benevolence	Foundational; validated across FMCG categories in multiple cultural contexts. $\alpha > 0.80$.	Provides the primary 8-item core structure measuring cognitive and affective trust.
Integrative Trust Model(Mayer, Davis & Schoorman, 1995)	Ability; Benevolence; Integrity	Treats the trusted party as a human-like actor; explicitly distinguishes moral integrity from functional ability.	Used for conceptual grounding; distinguishes the brand's integrity from PBA-Integrity at the analytical level.

Scale / Author(s)	Core Dimensions	Contextual Strength	Application in This Study
Digital Trust Framework(Hasan & Mayr, 2026)	Platform characteristics; Information quality; Social influence; Vendor reputation; Technological factors	Validated through systematic review of 89 studies (2014–2024); updated for AI-integrated digital environments.	3 additional items on Interactional Transparency added to produce the final 11-item adapted scale.

***Source**: Personal efforts synthesised from Delgado-Ballester and Munuera-Alemán (2003); Mayer, Davis and Schoorman (1995); Hasan and Mayr (2026).*

2.5 Consumer Trust in the Algerian FMCG Context

The specific conditions of the Algerian food and ready meals market generate a trust formation environment with several distinctive characteristics that the generic trust literature does not fully anticipate, and which the present study's theoretical framework must explicitly address. Three contextual factors are analytically most significant.

First, the prevalence of informal peer information networks; particularly WhatsApp family groups and geographically clustered Facebook communities; as the primary channels for food safety information creates a trust formation environment in which institutional sources (brand communications, regulatory announcements, media coverage) compete with and are frequently subordinated to informal peer communications. Bousbia et al. (2017) confirm that peer reviews and word-of-mouth are trusted by approximately 78% of Algerian consumers as information sources, compared with 28% for traditional advertising. This structural feature of the Algerian trust environment amplifies the reputational consequences of negative eWOM events; as the Indomie crisis demonstrated with striking clarity; while simultaneously creating large positive trust-returns for brands that successfully generate authentic peer advocacy.

Second, the post-2018 import substitution context established a "forced trial" dynamic that complicates straightforward trust theory applications. Consumers who adopted domestic noodle brands as a result of regulatory-driven import restrictions were not exercising free evaluative choice; their initial trial of these brands was structurally coerced. Trust that develops from coerced trial has a qualitatively different psychological character from trust that develops from freely chosen evaluation: it may be more fragile, more contingent on the removal of the coercive constraint, and less emotionally invested. H2H communication strategies specifically adapted

to this conversion challenge; strategies that explicitly acknowledge the forced trial context and work to generate genuine relational equity rather than merely habitual repurchase; are therefore required.

Third, Kahcha and Errabih's (2025) empirical findings from a proximate North African market (Morocco) provide contextual validation for the trust-retention relationship in the regional digital commerce context. Their finding that trust and engagement significantly reduce customer churn risk ($\beta = 0.348$, $p = 0.006$); while acknowledging that trust alone explains only 12.1% of churn variance, implying that multi-dimensional trust-building strategies are necessary; is directly applicable to the Algerian ready meals market, where the structural forces driving consumer attrition (price sensitivity, availability volatility, safety concerns) are broadly comparable to those documented in the Moroccan sample.

SECTION 03: THE THEORETICAL CHAIN; H2H STRATEGIES, BRAND AUTHENTICITY, AND CONSUMER TRUST

The individual constructs having been theoretically established and their measurement frameworks specified, this section addresses the central theoretical task of the chapter: explaining the causal mechanisms through which H2H communication strategies generate Perceived Brand Authenticity, and through which Perceived Brand Authenticity generates Consumer Trust. This explanation is not merely a narrative one; it identifies the specific theoretical mechanisms, grounds them in the three foundational traditions that Chapter 1 established (S-DL, SET, Relationship Marketing) and introduces Signalling Theory as a fourth complementary mechanistic account, and integrates them into a coherent account of the H2H → Authenticity → Trust causal chain.

3.1 Theoretical Explanations of the Mediation Model

Chapter 1 established three theoretical traditions as the foundational architecture of H2H marketing: Service-Dominant Logic (Vargo & Lusch, 2004, 2008), Social Exchange Theory (Blau, 1964; Homans, 1961), and Relationship Marketing (Grönroos, 1994; Berry, 1983). The present section extends their explanatory reach to the specific mechanism through which H2H communication generates authenticity perceptions and trust outcomes.

Service-Dominant Logic's account of co-creation as value-generation has a direct implication for Brand Authenticity that Chapter 1 articulated at the strategic level: if value is co-created through consumer-brand interaction rather than embedded in the brand's product,

then every H2H communication act that invites genuine consumer participation in meaning-making is a site of authenticity co-construction. Consumers who actively participate in brand storytelling, recipe sharing, or community dialogue do not merely receive a brand identity; they contribute to it. This co-authorship generates authenticity perceptions of an entirely different qualitative character from those generated by brand-dictated communications: the consumer's own investment in the interaction makes the resulting authenticity perception phenomenologically more secure, because the consumer has independently contributed to its construction (Vargo et al., 2010).

Social Exchange Theory's reciprocity mechanism, extended to the authenticity-trust nexus, explains why H2H communication generates trust through the authenticity mediator rather than directly. Authentic H2H communication; communication that demonstrably reflects genuine organisational commitment rather than strategic performance; constitutes a form of relational investment that carries a high signal value precisely because it is costly to sustain: pretending to care authentically over extended periods, in an environment of social media transparency where inconsistencies are rapidly detected and communicated, is structurally difficult. The perceived cost of this investment activates the reciprocity norm in the consumer, generating a felt obligation to return the brand's relational commitment with trust; but only after the consumer has first evaluated the communication as genuinely authentic rather than strategically performed. Authenticity perception is therefore the cognitive gate through which SET's reciprocity mechanism must pass before generating trust.

Relationship Marketing's emphasis on accumulated relational episodes as the foundation of long-term loyalty connects the temporal dimension of the H2H → Authenticity → Trust chain to the Continuity dimension of PBA. Every consistent H2H interaction; every empathetic social media response, every transparent disclosure, every moment of genuine human warmth in brand communication; contributes to the consumer's perception of the brand's temporal consistency. Over time, this accumulation of consistent episodes generates the Continuity perception that underpins Reliability trust. The relationship marketing insight that trust is earned episodically rather than granted categorically is therefore directly expressed in the present model's emphasis on sustained H2H communication as the necessary condition for durable authenticity and trust outcomes.

3.2 Signalling Theory as a Complementary Mechanism

Signalling Theory, originating in Spence's (1973) foundational work on job market signalling and subsequently extended into diverse consumer behaviour and marketing contexts,

provides an additional mechanistic account of the H2H → Authenticity relationship that is complementary to, rather than competing with, the SET and S-DL accounts. The theory addresses a fundamental problem in consumer markets: information asymmetry. Consumers cannot directly observe the "true" quality, safety, or moral character of most brands; they can only observe the signals that brands choose to emit. Signalling Theory analyses which signals are credible; i.e., genuinely informative about the underlying unobservable quality; and which are not.

The critical insight of Signalling Theory for the present study is that credible signals are those that are costly to emit for low-quality senders: if a brand with genuinely low Integrity could cheaply simulate the signals of high Integrity, those signals would carry no information about actual Integrity levels. H2H communication strategies; which require sustained empathetic investment, operational transparency, genuine responsiveness to consumer concerns, and vulnerability to critique through open dialogue; are precisely the kind of costly signals that Signalling Theory identifies as credible authenticity indicators. A brand genuinely committed to consumer welfare can sustain these signals over time at manageable cost; a brand merely performing commitment will find the sustained cost of authentic-seeming H2H communication prohibitively high, creating natural sorting between genuinely authentic brands and human-washing simulacra (Kotler et al., 2021).

Signalling Theory therefore explains why consumers treat consistent, sustained H2H communication as credible evidence of Brand Authenticity, rather than as marketing noise to be discounted. The costly-signalling logic also explains the Vulnerability Effect: when a brand publicly acknowledges a mistake or discloses information that it was not obligated to reveal, it engages in a form of costly self-revelation that, precisely because it is not self-interestedly motivated, functions as a powerful authenticity signal. This mechanism directly connects Section 2.3.3 of Chapter 1 (crisis communication) to the Credibility and Integrity dimensions of PBA.

3.3 Perceived Brand Authenticity

The five H2H communication dimensions operationalised in Chapter 1 each generate specific authenticity perceptions through distinct mechanisms that can now be theoretically specified.

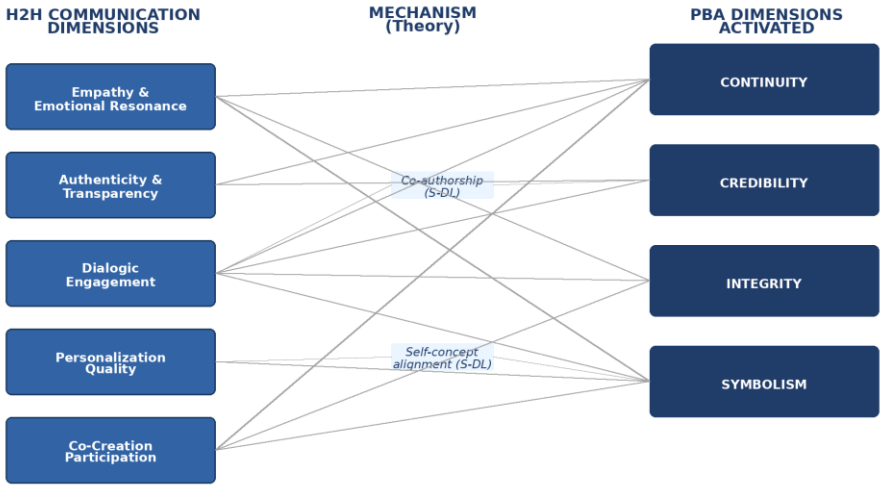
Empathy and Emotional Resonance activates the Integrity and Symbolism dimensions of PBA through a process of value-alignment signalling. When a brand communicates with genuine empathy; acknowledging the specific emotional and economic circumstances of

Algerian consumers rather than projecting a generic cosmopolitan brand persona; it signals that its values are calibrated to the consumer's lived reality rather than to a globally standardised marketing template. This perceived alignment generates Symbolism perceptions (the brand "gets" who I am) and Integrity perceptions (the brand is motivated by genuine concern for my circumstances). The Signalling Theory logic applies directly: sustained empathetic communication is costly for a brand that does not genuinely understand and care about its consumers, making consistent empathetic signalling a credible authenticity cue (Fritz et al., 2017).

Authenticity and Transparency, as an H2H dimension, generates Credibility and Continuity perceptions through the costly-disclosure mechanism. Every instance of operational transparency; revealing production processes, acknowledging supply chain constraints, disclosing ingredient sourcing; reduces the information asymmetry that consumers face when evaluating food brands, and simultaneously signals the brand's confidence in what that information reveals. A brand that willingly discloses what it could conceal provides consumers with powerful Credibility evidence: if the brand had something to hide, it would not disclose. This mechanism, combined with temporal consistency in disclosure practices, generates the Continuity perception that the brand's openness is not selective or strategic but characterological.

Dialogic Engagement generates Co-Creation Participation authenticity perceptions by operationalising the S-DL principle that consumers are active co-creators of value rather than passive recipients. When a brand genuinely solicits, listens to, and visibly incorporates consumer input; modifying recipes in response to community feedback, acknowledging consumer-generated improvements publicly, creating genuine bi-directional communication rather than the "pseudo-dialogue" of social media broadcast; it provides consumers with direct experiential evidence of the brand's authentic engagement. This evidence is particularly powerful because it is self-generated: the consumer does not have to take the brand's word for its dialogic commitment; they experience it in their own interaction.

Figure 2.5 : H2H Communication Dimensions → PBA Dimensions: Theoretical Mechanism Mapping



***Source**: Personal efforts using LLMs adapted fromTheoretical grounding: Morhart, F. et al. (2015). Journal of Consumer Psychology; Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing. Springer Nature; Vargo, S. L., & Lusch, R. F. (2004, 2008). Journal of Marketing; Spence, M. (1973). Quarterly Journal of Economics.*

Bashir et al. (2025), in their study of brand humanisation and consumer-based brand equity (Journal of Promotion Management, 2025, n = 437), find that brand anthropomorphism; the attribution of human-like characteristics to brands through communication and interaction design; significantly predicts brand equity through the mediating role of brand love and brand defence. This finding provides independent empirical support for the H2H → Authenticity pathway: when H2H strategies successfully humanise the brand (making it feel like a relatable human interlocutor rather than a corporate entity), consumers are more likely to perceive it as authentic, develop emotional attachment to it, and actively defend it against reputational attacks; including the kind of viral peer-to-peer crisis communications that Chapter 1 identified as the primary reputational risk in the Algerian food market.

3.4 The Authenticity → Trust Mechanism

The theoretical proposition that Perceived Brand Authenticity generates Consumer Trust; which the present study operationalises as Hypothesis 3; is now among the better-supported empirical propositions in the contemporary brand relationship literature. Lyu, Wang and Zhang (2026) provide the most methodologically rigorous recent evidence: in their SEM study of brand authenticity effects in the nutrition market, PBA significantly predicted Consumer Trust ($\beta = 0.54$, $p < 0.001$), with full mediation of the authenticity → loyalty relationship through trust. The study further identifies three specific psychological mechanisms through which authenticity generates trust: Perceived Sincerity (the consumer's assessment that the brand means what it communicates), Self-Congruence (the extent to which the brand's values align with the consumer's own identity), and Emotional Attachment (the affective bond that develops through sustained authentic interaction).

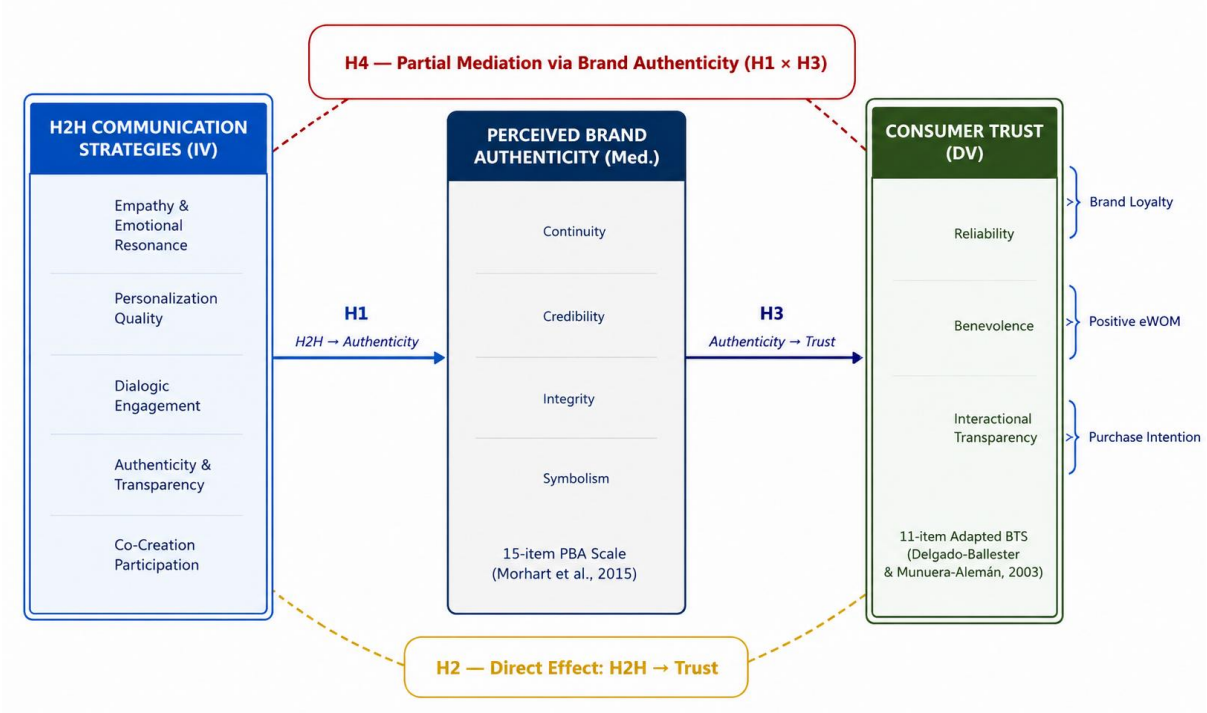
These three mechanisms map cleanly onto the four PBA dimensions and the two trust dimensions in a theoretically coherent way. The Credibility dimension of PBA activates Perceived Sincerity as an authenticity-to-trust mediator: a brand perceived as credibly delivering on its promises is simultaneously perceived as sincere, and perceived sincerity reduces the cognitive uncertainty that constitutes the primary barrier to trust formation. The Symbolism dimension of PBA activates Self-Congruence: a brand whose values resonate with the consumer's own identity generates the identification-based trust that Morhart et al. (2015) identify as particularly resilient to market shocks. The Integrity and Continuity dimensions of PBA, acting jointly, generate Emotional Attachment through the accumulated experience of moral consistency across repeated interactions; the relational foundation that Relationship Marketing theory identifies as the prerequisite for genuine, as opposed to merely habitual, loyalty.

Hanhimäki (2025) provides complementary evidence from the sustainable branding context, demonstrating that authenticity perception mediates the relationship between sustainable brand communication and consumer trust in a pattern consistent with the present study's theoretical model. Her finding that transparency is a particularly powerful authenticity driver; specifically because it addresses the greenwashing scepticism that has generalised from sustainability marketing to food marketing; resonates directly with the Algerian food market context, where post-Indomie scepticism about brand safety claims has generalised into a broader wariness about food brand communications that H2H transparency strategies are positioned to address.

3.5 The Integrated Sequential Model: H2H → Authenticity → Trust

The integrated model proposed in the present study conceives the H2H → Authenticity → Trust relationship as a sequential value-creation process in which each stage transforms a specific type of input into a qualitatively distinct type of output. This conception is more analytically precise than the simpler "mediation" framing because it specifies the mechanisms operating at each stage rather than merely asserting a statistical mediation relationship.

Figure 2.7 : Integrated Conceptual Model: H2H Communication Strategies → Perceived Brand Authenticity → Consumer Trust



Source: *Personal efforts using LLMs adapted fromTheoretical grounding: Kotler, P., Pfoertsch, W., & Sponholz, U. (2021). H2H Marketing: The genesis of human-to-human marketing. Springer Nature; Morhart, F. et al. (2015). Journal of Consumer Psychology; Delgado-Ballester, E., & Munuera-Alemán, J. L. (2003). International Journal of Market Research; Lyu, M., Wang, S., & Zhang, J. (2026). Frontiers in Nutrition; Baron, R. M., & Kenny, D. A. (1986). Journal of Personality and Social Psychology.*

At Stage 1, H2H communication strategies function as authenticity-generating inputs. Through the four mechanisms identified in Section 3.3; value-alignment signalling (empathy), costly disclosure (transparency), co-creation participation (dialogic engagement), and humanisation (brand anthropomorphism); H2H communication provides consumers with the perceptual raw material from which authenticity judgments are constructed. This stage is primarily cognitive and perceptual: consumers process H2H communication cues and evaluate them against their existing authenticity heuristics.

At Stage 2, Perceived Brand Authenticity functions as a trust-generating mechanism. Through the three mediating pathways identified by Lyu et al. (2026); Perceived Sincerity, Self-Congruence, and Emotional Attachment; authenticity perceptions activate the cognitive and affective processes that generate trust dispositions. This stage is primarily evaluative and relational: consumers apply their authenticity judgments to form confident expectations about the brand's future behaviour and motivational orientation.

At Stage 3, Consumer Trust generates the behavioural outcomes; loyalty, positive word-of-mouth, purchase intention; that constitute the commercial payoff of the H2H investment. This

stage is primarily behavioural: trust dispositions translate into observable consumer actions that are commercially measurable and strategically manageable.

Critically, the present model also posits a direct H2H → Trust pathway (Hypothesis 3), alongside the mediated pathway through Authenticity (Hypothesis 4). This implies partial rather than full mediation: H2H communication has both an indirect effect on trust (operating through authenticity perceptions) and a direct effect that bypasses the authenticity mediator. This is theoretically consistent with SET's account of immediate reciprocity: some H2H interactions generate trust directly, through immediate activation of the reciprocity norm, before authenticity perceptions have been consolidated across multiple interaction episodes. The authenticity mediator, in other words, operates over a longer temporal horizon; it accumulates through repeated interaction; while the direct effect captures the immediate trust-building potential of particularly powerful individual H2H acts (such as a genuinely empathetic crisis response or an unexpectedly honest disclosure). The distinction between partial and full mediation therefore has not merely statistical but substantive theoretical significance for the study, and is incorporated explicitly into the hypothesis development and the SEM operationalisation in Chapter 3.

3.6 Behavioural Outcomes:

The conceptual model additionally incorporates three behavioural outcome variables ; brand loyalty, positive word-of-mouth (eWOM), and purchase intention ; as the distal consequences of Consumer Trust. While the four hypotheses above constitute the primary empirical focus of the study, these outcome variables provide the commercially relevant endpoint that validates the managerial significance of the theoretical chain.

Brand Loyalty, in the H2H context, is theorised not as mere habitual repurchase behaviour but as "affective loyalty" ; a deeply held relational commitment that makes the consumer resilient to competitive switching appeals. The Continuity dimension of PBA, by generating a reliable brand partner perception, and the Benevolence dimension of trust, by creating an emotional bond based on perceived brand care for consumer welfare, together produce the affective dimension of loyalty that price-based competitors cannot easily displace. Lyu et al. (2026) confirm that Consumer Trust strongly predicts brand loyalty ($\beta = 0.47$, $p < 0.001$), with full mediation of the authenticity-loyalty relationship through trust ; providing direct empirical support for the theoretical chain from authenticity through trust to loyalty.

Positive Word-of-Mouth (eWOM) functions as both a consequence and a reinforcing mechanism within the H2H framework. Consumers who experience genuinely authentic, trust-

building brand interactions are motivated by the SET reciprocity norm to share their positive experiences within their social networks, transforming them from passive consumers into active brand advocates whose peer communications generate new authenticity perceptions in their audiences. In the Algerian market, where peer reviews and family recommendations are trusted by 78% of consumers (Bousbia et al., 2017), the eWOM consequence of successful H2H → Authenticity → Trust chains is commercially disproportionately valuable. Ahmad, Ghani and Hamid (2025) confirm social influence (reviews, ratings, peer recommendations) as a primary predictor of consumer trust in social commerce contexts, establishing the reinforcing feedback loop between trust and eWOM in digital environments.

Purchase Intention is the most immediately commercially measurable outcome and the variable through which the theoretical model's managerial value is most directly established. The "trust reservoir" generated through sustained authentic H2H communication reduces the cognitive friction associated with FMCG food purchase decisions: a consumer who genuinely trusts a noodle brand does not re-evaluate the product's safety or quality at each purchase occasion but proceeds with a semi-automatic, trust-enabled purchase intention. Hasan and Mayr's (2026) systematic review confirms the magnitude of the trust-purchase intention relationship in digital contexts ($r = 0.67$, $p < 0.001$), providing the commercial value anchor that justifies the theoretical and methodological investments of the present study.

CONCLUSION

This chapter has developed the complete theoretical architecture for the dependent variables of the present study; Perceived Brand Authenticity and Consumer Trust; and constructed the theoretically grounded causal model through which their relationships with H2H Communication Strategies will be empirically tested. The argument has proceeded through four interconnected moves.

Section 1 established Brand Authenticity as a four-dimensional perceptual construct (Continuity, Credibility, Integrity, Symbolism) measured through Morhart et al.'s (2015) validated 15-item PBA scale, and demonstrated its particular theoretical significance in food branding contexts characterised by credence quality challenges, cultural ritual embeddedness, and the embodied risk implications of food safety concerns. Section 2 developed Consumer Trust as a multi-dimensional construct encompassing Reliability, Benevolence, and Interactional Transparency, grounded in the foundational scholarship of Delgado-Ballester and Munuera-Alemán (2003) and extended by the contemporary digital trust framework of Hasan and Mayr (2026) to reflect the social media-saturated Algerian consumer environment

documented in Chapter 1. Section 3 extended Chapter 1's three theoretical traditions; S-DL, SET, and Relationship Marketing; to explain the specific mechanisms through which H2H communication generates authenticity perceptions, and through which those perceptions generate trust dispositions, introducing Signalling Theory as a fourth complementary account of the costly-signal character of authentic H2H communication. Section 4 synthesised this theoretical architecture into four testable hypotheses and a partial mediation conceptual model, positioning Brand Authenticity as the primary mediator between H2H strategies and Consumer Trust while preserving a theoretically grounded direct effect path.

Two contributions of this chapter deserve particular emphasis. First, it resolves the mediation architecture of the model: by conceptually distinguishing the immediate, reciprocity-driven direct trust effects of individual H2H acts from the accumulated, authenticity-mediated trust development generated by sustained H2H communication, it establishes a partial rather than full mediation framework whose theoretical logic is fully specified rather than merely asserted. Second, it grounds the generic H2H theory in the specific structural conditions of the Algerian ready meals market; the forced-trial dynamic, the eWOM density, the food safety scepticism, the cultural identity stakes; in a way that makes the theoretical propositions contextually specific as well as theoretically principled.

With the theoretical foundations firmly established, the study proceeds to Chapter 3, which details the research hypotheses and the quantitative research methodology through which the four hypotheses will be empirically tested. This will include the definition of the target population, the sampling strategy for the Algerian ready meals consumer segment, the operationalisation of the composite H2H, PBA, and Trust measurement scales, and the Regression and PROCESS mediation analytical framework through which the structural model will be estimated and the mediation hypothesis tested.

CHAPTER 03:
THE EMPIRICAL STUDY

INTRODUCTION

This chapter constitutes the empirical part of the thesis. After establishing the theoretical foundations of Human-to-Human (H2H) communication strategies, perceived brand authenticity, and consumer trust in the previous chapters, the present chapter moves from conceptual development to practical investigation. Its main purpose is to examine how Algerian consumers perceive JUMBO Noodly's communication practices and to determine whether these practices contribute to strengthening brand authenticity and consumer trust.

The choice of JUMBO Noodly as a case study is justified by its strategic position in the Algerian ready-meal and instant-noodle market. The brand operates in a sector marked by strong price sensitivity, high dependence on social media communication, and growing consumer expectations regarding transparency, local relevance, and brand sincerity. These characteristics make the case particularly suitable for testing the proposed H2H model in a real Algerian FMCG context.

This chapter is organized into three main sections. The first section presents the host company and the market environment in which JUMBO Noodly operates. The second section explains the research methodology, including the research design, questionnaire structure, sampling strategy, administration mode, data cleaning process, and ethical considerations. The third section presents the quantitative data analysis conducted using SPSS, including reliability analysis, descriptive statistics, one-sample t-tests, correlation analysis, regression testing, and mediation analysis. Through this structure, the chapter provides the empirical basis needed to answer the main research question and evaluate the proposed hypotheses

SECTION 01: Host Company Presentation

1.1 Overview of the Algerian Ready Meal and Noodles Market

The Algerian agri-food sector has undergone a significant structural transition over the last decade, shifting from an overwhelmingly home-cooked culinary tradition toward a hybrid model in which packaged, convenient solutions occupy an increasing share of the household basket. Retail sales of packaged food reached US$13.1 billion in 2023; a 39.9% increase relative to 2019; and are projected to attain US$19.2 billion by 2028 (Food Export Association of the Midwest USA, 2024). Household food expenditure represents more than 40% of total annual spending, ranking among the highest in North Africa and underscoring both the centrality and the price-sensitivity of food consumption in Algerian society (USDA-FAS, 2024).

Within the broader convenience food segment; valued by Statista (2024) at approximately US$0.85 billion for ready-to-eat meals in Algeria in 2024, with a forecast CAGR of 9.68% through 2028; instant noodles constitute a small but strategically dynamic sub-category. Three structural drivers explain their accelerating adoption. First, Algeria's demographic profile: the United Nations (2024) estimates the population at 47.4 million in 2025, with 44.3% under 25 years of age and a median age of 29.6 years. Second, urbanisation: 76.3% of Algerians lived in urban centres by end-2025 (DataReportal, 2025), compressing meal-preparation time and favouring single-portion, ready-in-minutes solutions. Third, rising female labour-force participation and the proliferation of student and young-professional households have reshaped consumer expectations toward convenience, affordability, and flavour variety (USDA-FAS, 2024). These dynamics are amplified by persistent price-sensitivity: although food inflation decelerated from 9.3% in 2023 to 4% in 2024, purchasing power among low- and middle-income households remains constrained, making the low-unit-price architecture of instant noodles structurally attractive (IMF Country Report No. 25/270, 2025). At the regional level, Research and Markets (2024) values the Middle East and Africa instant-noodle market at US$58.43 billion in 2024 and projects growth to US$86.71 billion by 2030 at a CAGR of 6.80%; a trajectory that carries direct implications for the Algerian segment.

The competitive landscape was fundamentally reshaped by Executive Decree n°18-02 of January 2018, which suspended the importation of 851 product categories, including pasta and noodles, as part of a broader import-substitution policy (Global Trade Alert, 2018). This measure effectively removed Indomie (Indofood Sukses Makmur, Indonesia) from mainstream retail channels. Having singlehandedly introduced and defined instant noodles in Algeria since

2010, Indomie's retail price approximately tripled following the ban, transforming it from an accessible staple into a quasi-premium item and opening a wide strategic window for locally manufactured alternatives. The current domestic competitive set comprises four actors: Jumbo Noodly (GBfoods / SFCPA, Oran), the established category leader; Kazamie (BT Food Manufacturing Ltd., Oran Province), the principal challenger since approximately 2019; Yaomy (Adjain Food, Rouiba), which entered the market in 2023; and Koulmie, launched in 2024 as the most recent entrant. Despite its de facto delisting, Indomie continues to function as a perceptual benchmark in consumer discourse, influencing packaging conventions, flavour expectations, and naming strategies across the entire category.

1.2 Presentation of GBfoods and Jumbo Algeria

1.2.1 The GBfoods Group

GBfoods is a multinational Spanish group founded in 1973, specialising in everyday food products including bouillon cubes, sauces, semi-prepared soups, ready-to-eat meals, instant noodles and other culinary aids. The Group expanded rapidly internationally and now ranks among global leaders alongside Nestlé, Unilever, Indofood and Ajinomoto (GBfoods, 2024). It reports revenues of approximately €1.4 billion and employs around 3,600 people across more than 50 countries in Europe and Africa.

GBfoods differentiates itself through a wide product range that combines quality, accessibility and innovation to meet diverse consumer needs. The Group is particularly active in African and European markets, adapting products to local culinary cultures under the corporate purpose **“Celebrating local flavours”** (GBfoods Africa, 2024). In May 2017, it strengthened its pan-African presence through a joint venture with Helios Investment Partners, creating one of Africa’s largest FMCG businesses with operations in over 30 countries and annual production exceeding 4 billion Jumbo cubes (PR Newswire, 2017).

Flagship brands include Jumbo (Algeria and sub-Saharan Africa), Gallina Blanca, BAMA, Liebig, Star, Grand’Italia and others. Originally built on taste enhancers (bouillon cubes and sauces), GBfoods later pioneered categories such as ready meals, soups, béchamel and instant noodles. The Group reinforces its position through a strong sustainable development strategy focused on reducing its environmental footprint while improving nutritional quality (GBfoods, 2024).

1.2.2 The Jumbo Brand in Algeria

Jumbo, one of GBfoods’ flagship brands in Africa, was introduced in Algeria as a reference for practical and accessible food products. Launched approximately 32 years ago in Oran with

its emblematic bouillon cube, the brand quickly established itself through exceptional quality-to-price ratio and became deeply anchored in Algerian consumption habits.

Over three decades, Jumbo achieved remarkable brand penetration: the name “Jumbo” became a generic synonym for bouillon cubes in consumer language. With a market share exceeding 97% in the chicken flavour segment nationwide, Jumbo is the undisputed reference in taste enhancers. The brand has adapted so successfully to Algerian culinary culture that it is widely perceived as a traditional “produit de grand-mère” rather than an industrial product.

1.2.3 Product Portfolio of Jumbo Algeria

Jumbo’s portfolio in Algeria spans four main categories:

Category 1: Taste Enhancers (TE) – Bouillon Cubes and Seasonings

- **Bouillon Cubes** (Chicken, Mouton, Bœuf): 15 DZD per cube. Formats include displays of 48 cubes (720 DZD), boxes of 8 (115 DZD), and boxes of 16 (Chicken only – 220 DZD).
- **Seasonings (Mix Jumbo)**: 10 DZD per sachet. Available in packs of 30 (300 DZD).

Category 2: Tomato Products

- **Sauce Tomate**: 1 L cardboard bottle – 220 DZD.
- **Concentré de Tomate**: 400 g (180 DZD) and 800 g (320 DZD).

Category 3: Soups and Béchamel

The Group has resumed distribution of its pre-cooked powder range (temporarily interrupted due to past political tensions with Spain). Products are ready in under five minutes and include: Béchamel, Chorba Vermicelli, Chicken Velvety Soup Vermicelli, and Vegetables Velvety Soup.

Category 4: Instant Noodles (Jumbo Noodly)

Launched several years after the core categories, the noodle line was rebranded from Jumbo Noodles to **Jumbo Noodly** to evoke the category pioneer (Indomie) while asserting a local identity. Early China-imported versions faced taste criticism; quality improved significantly through 100% local co-production with Amor Benamor.

The current range includes eight SKUs:

- Poulet 70g (50 DZD), Poulet XL 120g (70 DZD), Poulet Curry, Poulet Mariné, Poulet Asiatique, Petits Légumes 70g (all 50 DZD).
- New 2026 XL extensions (launched May 2026): Poulet Mariné XL and Extra Harr XL 120g (70 DZD).

As of 2026, Jumbo Noodly holds more than 70% of the Algerian instant noodle market.

Competitive Landscape

In Taste Enhancers, Jumbo faces local competitors (Magigoût, Ela, Cab) and residual international presence (Maggi, Knorr). In instant noodles, main challengers are:

- **KazaMie** (principal competitor, launched 2019, Oran); frequently compared to Jumbo Noodly.
- **Yaomy** (launched 2023, Rouiba).
- **Koulmie** (launched 2024, still emerging).

Indomie remains a strong perceptual benchmark despite import restrictions since 2018 and significantly higher informal prices.

1.3 Brand Values and Their Alignment with H2H Principles

The brand architecture of Jumbo integrates six core values at both Group and Algerian subsidiary levels: **quality, accessibility, innovation, sustainability, local adaptation, and nutritional commitment**. These values are operationalised through Halal and ISO certifications, preservative-free and colorant-free formulations, Vitamin A fortification in the Noodly range, deliberately accessible pricing (15 DZD per cube, 10 DZD per seasoning sachet, 50 DZD per standard noodle pack), continuous portfolio extension (including the 2026 XL formats), and adherence to Group-level sustainability initiatives such as the Science-Based Targets and Roundtable on Sustainable Palm Oil (GBfoods, 2024). Local adaptation is embodied in the corporate purpose *"Celebrating local flavours"* (GBfoods Africa, 2024) and the deep cultural integration that has positioned Jumbo as a *"produit de grand-mère"* in Algerian households.

These values show substantial alignment with the **Human-to-Human (H2H) marketing framework** developed by Kotler, Pfoertsch and Sponholz (2021). Jumbo's long-term local adaptation and recipe calibration reflect the H2H principles of **co-creation** and **empathy**, allowing consumer preferences to shape the offer and generating strong **Continuity** perceptions

(Morhart et al., 2015). The preservative-free, Vitamin A-fortified positioning and accessible pricing demonstrate **Integrity** and operationalised empathy, addressing consumer vulnerability and health concerns in the noodles category.

However, this alignment should be understood in a more nuanced way. Jumbo Noodly does employ several H2H communication strategies, particularly through a humanized and relatable tone of voice, content that speaks directly to consumers, replies to comments, and attention to consumer opinions in the development of its communication and offer. Nevertheless, the main weakness lies in the fact that this consideration of consumer opinions is not always explicitly communicated back to the audience. As a result, consumers may not fully perceive that their feedback is taken into account, which weakens the visible co-creation dimension of the brand's H2H communication.

1.4 Current H2H Communication Practices of the Brand

Jumbo Algeria's communication strategy combines digital presence, intensive trade marketing, youth-centred segmentation, and deliberate stimulus coding. While displaying several H2H-aligned elements, it remains largely transactional, offering clear opportunities for deeper relational development.

1.4.1 Digital Presence

The brand maintains active accounts on Instagram, Facebook, TikTok, YouTube, and LinkedIn. Content focuses on seasonal festivities (Ramadan, Eid), product launches, and collaborations. The Naruto Shippuden licensing partnership unveiled at FIBDA 2025 represents a notable step toward narrative-driven, culturally embedded communication that leverages shared generational identity rather than pure product features.

1.4.2 Trade Marketing and Merchandising

Jumbo deploys a robust offline activation system across the dominant general trade channel, including dedicated presentoirs, secondary placements, hanging nets, extensive PLV materials (danglers, wobblers, posters), and promotional mechanics. Given that modern trade represents only a small share of food retail in Algeria, this in-store presence constitutes the primary brand-consumer touchpoint and plays a critical role in shaping perceived authenticity and trust.

1.4.3 Segmentation and Positioning

Jumbo Noodly follows an essentially undifferentiated yet youth-oriented strategy, targeting consumers aged 15–30 (students, young professionals, and young families) in urban areas. Three illustrative personas; a university student, a young working mother, and a high-schooler; guide marketing efforts. The positioning emphasises taste, convenience (ready in 3 minutes),

and variety. The 2026 XL extensions signal a shift toward greater recognition of contextual use, aligning more closely with H2H value co-creation principles.

1.4.4 Stimulus Strategy

The brand employs strong iconic and indexical cues: a yellow-blue-red colour palette mirroring category leader Indomie, the phonetic shift to “Noodly,” and accessible single-coin pricing. While effective for recognition and trial, these deliberate imitative cues risk being perceived as staged rather than original, potentially limiting deeper authenticity perceptions (Morhart et al., 2015).

In summary, Jumbo demonstrates genuine H2H alignment through cultural adaptation, empathetic pricing, local relevance, and increasingly humanized digital communication. Its content uses a relatable human voice, addresses consumers directly, replies to comments, and reflects consumer-oriented concerns. However, one important limitation remains: although the brand appears to take consumers’ opinions into consideration, it does not sufficiently communicate this process or show consumers how their feedback influences brand decisions. This lack of visible feedback-loop communication weakens the perceived co-creation dimension of H2H and represents a key opportunity for improvement; precisely the dynamics this study investigates in relation to perceived brand authenticity and consumer trust in the Algerian ready meals market.

SECTION 02: Research Methodology

The empirical investigation presented in this study is designed to examine the relationships between H2H communication strategies, perceived brand authenticity, and consumer trust, taking JUMBO Noodly Algeria as its primary case study within the Algerian ready-meal FMCG market. To adequately capture both the measurable dimensions of these relationships and the interpretive depth required to explain them, the study adopts a Sequential Quantitative Explanatory research design, where it takes analytical precedence. Online questionnaires have emerged as a preferred data collection instrument in contemporary Algerian academic research, owing to their accessibility, scalability, and efficiency in reaching a geographically dispersed consumer population.

2.1. Main Research Question

The empirical research aims to provide a rigorous, evidence-based answer to the following central research question:

"To what extent do H2H communication strategies influence brand authenticity and consumer trust in a ready meal brand operating in the Algerian market?"

This question is deliberately constructed to capture both the direct and mediated pathways through which human-centred communication practices shape two distinct yet analytically interconnected consumer perceptions: their sense of a brand's authenticity and their degree of trust in it. By situating this inquiry within the Algerian FMCG context; a market characterized by growing digital engagement and heightened consumer skepticism toward traditional advertising; the study contributes empirical evidence to an underexplored geographic and sectoral context in the H2H marketing literature.

2.1.1. Sub-Questions

To decompose the central research question into operationally meaningful lines of inquiry, the following sub-questions are formulated to guide the empirical investigation:

- **SQ1:** To what extent do H2H communication strategies positively influence consumers' perceived brand authenticity?
- **SQ2:** To what extent does perceived brand authenticity positively influence consumer trust in the brand?
- **SQ3:** Do H2H communication strategies directly and significantly influence consumer trust, independently of brand authenticity?

- **SQ4:** Does brand authenticity mediate the relationship between H2H communication strategies and consumer trust?

2.1.2. Hypotheses

Building from the sub-questions and the conceptual framework established in the preceding chapters, the study proposes and tests four hypotheses organized around the following causal chain: H2H Communication Strategies → Brand Authenticity → Consumer Trust. These hypotheses are derived from the theoretical propositions of Social Exchange Theory (Blau, 1964), Service-Dominant Logic (Vargo & Lusch, 2004), and the H2H marketing paradigm (Kotler, Pfoertsch & Sponholz, 2021), and their empirical operationalization is grounded in the validated measurement instruments selected for this study.

- **H1:** H2H communication strategies positively and significantly influence consumers' perceived brand authenticity.
- **H2:** Perceived brand authenticity positively and significantly influences consumer trust.
- **H3:** H2H communication strategies positively and significantly influence consumer trust directly, independently of brand authenticity.
- **H4:** Brand authenticity mediates the relationship between H2H communication strategies and consumer trust; that is, H2H builds trust partly or fully through its prior effect on perceived authenticity.

2.2. Research Design

To test the four hypotheses and address the overarching research question, this study adopts a Sequential Explanatory Mixed-Methods design (Creswell & Plano Clark, 2017). In this architecture, the quantitative phase constitutes the primary source of explanatory evidence: hypotheses are tested statistically, relationships are quantified, and effect sizes are estimated. This sequencing is particularly appropriate for a study of H2H communication and brand perception, where numerical associations between constructs must be grounded in consumers' lived communicative experiences to be theoretically meaningful.

2.3. Questionnaire Design

The questionnaire was developed as the primary data collection instrument for the quantitative phase of this study. Its design was governed by two imperatives: theoretical fidelity to validated measurement scales, and contextual adaptation to the Algerian FMCG consumer

environment and the specificity of JUMBO Noodly as a case study brand. The instrument operationalizes three latent constructs; H2H communication strategies, perceived brand authenticity, and consumer trust; through a combination of adapted and newly developed items.

At the outset of the questionnaire, respondents are offered the choice of completing it in either English or Arabic, ensuring maximal accessibility across the target population. Two screening questions precede the main instrument: the first eliminates non-consumers of JUMBO Noodly, while the second assesses familiarity with the brand's social media presence, ensuring that respondents possess the experiential basis necessary to evaluate its communication practices meaningfully.

A seven-point Likert scale (1 = Strongly Disagree; 7 = Strongly Agree) is applied uniformly across Sections 2 through 4. This format was selected for its psychometric sensitivity in capturing nuanced attitudinal gradations and its statistical compatibility with the regression-based and mediation analyses employed in the data treatment phase. The instrument is organized as follows:

- Section 1: Screening/Filter (2 items)
- Section 2: H2H Communication Strategies (20 items, across five sub-dimensions: Empathy & Emotional Resonance, Personalization Quality, Dialogic Engagement, Authenticity & Transparency, and Co-Creation Participation)
- Section 3: Perceived Brand Authenticity (14 items, adapted from Morhart et al., 2015, measuring Continuity, Credibility, Integrity, and Symbolism)
- Section 4: Consumer Trust (9 items, adapted from Delgado-Ballester, Munuera-Alemán & Yagüe-Guillén, 2003, measuring Reliability, Benevolence, and Interactional Transparency)
- Section 5: Demographics (6 items)

The questionnaire incorporates the following question types:

- Closed-ended questions:
  - Single-choice questions
  - Seven-point Likert scale questions
  - Yes/No questions

- Identification and demographic questions

2.3.1. Questionnaire Pilot Testing

Before large-scale deployment, the questionnaire underwent a structured pilot testing phase to assess its clarity, coherence, internal logic, and cross-linguistic equivalence. The draft instrument was distributed to a purposive sample of 30 respondents consisting of peers, family, postgraduate students, and prospective target respondents. Feedback from this pre-testing process informed targeted revisions; particularly in the Arabic language version, where certain items required rephrasing to preserve semantic equivalence with the original constructs without sacrificing natural expression in Algerian Arabic reading conventions. The routing logic embedded in the screening section was tested to confirm that non-eligible respondents were correctly excluded from the main survey.

The online format confers a series of methodological advantages that further justify its adoption in this context:

- Convenience and broad geographic accessibility
- Speed of distribution and data collection
- Cost-effectiveness relative to pen-and-paper administration
- Ease of data export and automated preliminary analysis
- Flexibility in structural routing and conditional display
- Anonymity, which reduces social desirability bias and encourages candid responses

2.3.2. Final Questionnaire

The final questionnaire incorporated all revisions informed by the pilot testing phase. Contextual examples and brief clarifications were embedded within items whose interpretation was found to be ambiguous in the Algerian consumer context.

Following the two screening questions, the questionnaire unfolds across three core measurement sections. Section 2 comprises twenty (20) items measuring H2H communication strategies across five theoretically grounded sub-dimensions, developed drawing primarily on Kotler, Pfoertsch & Sponholz's (2021) H2H marketing framework: Empathy & Emotional Resonance (5 items, e.g., "JUMBO Noodly's communication seems to truly understand what consumers like me feel"); Personalization Quality (3 items); Dialogic Engagement (4 items); Authenticity & Transparency (5 items); and Co-Creation Participation (3 items).

Section 3 includes fourteen (14) items measuring perceived brand authenticity, adapted from Morhart et al.'s (2015) four-dimensional integrative framework: Continuity (4 items, addressing historical consistency and identity stability), Credibility (3 items, assessing promise fulfillment and believability), Integrity (4 items, covering moral principles and consumer orientation), and Symbolism (3 items, capturing identity congruence and self-expression).

Section 4 contains nine (9) items measuring consumer trust, adapted from Delgado-Ballester, Munuera-Alemán & Yagüe-Guillén (2003): Reliability (3 items), Benevolence (3 items), and Interactional Transparency (3 items). The inclusion of Interactional Transparency as a third trust dimension constitutes an adaptation to the digital communication context, reflecting the growing importance of online communicative openness in shaping brand trust (Sun, Ji, & Meng.,2025).

Section 6 collects six (6) demographic indicators: gender, age group, highest level of education, employment status, monthly household income, and wilaya of residence.

2.3.3. Mode of Administration

The questionnaire was administered online through Google Forms, a platform widely adopted in Algerian academic research for its accessibility on both desktop and mobile devices and its integration with automated data export. The survey link was distributed through student platforms, social media platforms; primarily Facebook, Instagram, and Reddit; targeting Algerian consumers in different age ranges, a demographic both highly active on digital platforms and representative of JUMBO Noodly's consumer base. This mode of administration facilitated broad geographic coverage across multiple wilayas, while maintaining the anonymity and voluntariness of participation guaranteed in the consent statement.

2.3.4. Sampling

Given the absence of a comprehensive sampling frame encompassing all Algerian FMCG consumers familiar with JUMBO Noodly's digital communication, a non-probabilistic convenience sampling approach was adopted. The target sample size was set between two hundred and fifty (250) and three hundred and fifty (350) responses were collected, but screening reduced valid cases to one hundred and fifty three (153), a range judged sufficient to ensure the statistical power required for the regression and mediation analyses planned in the data treatment phase (Hair, Black, Babin & Anderson, 2010). Respondents who indicated they had never consumed JUMBO Noodly were automatically filtered out by the screening logic embedded in the instrument.

This sampling technique was selected on account of its practical viability within the academic research timeline, its low cost, and its capacity to generate an adequate volume of diverse data. While convenience sampling does not permit strict probabilistic generalization to the broader Algerian population, the thematic and demographic diversity of the obtained sample; spanning multiple age cohorts, educational backgrounds, employment statuses, and geographic regions; supports the contextual relevance and partial transferability of the findings within the Algerian consumer market context.

2.3.5. Preliminary Analysis

Following data collection, all responses were exported and processed using SPSS (Statistical Package for Social Sciences), version 25. The analytical protocol follows a theoretically coherent sequence designed to move from measurement validation through descriptive characterization to inferential hypothesis testing:

First, Cronbach's Alpha (α) reliability coefficients were computed for each of the three main constructs and their respective sub-dimensions, applying a threshold of $\alpha \geq 0.70$ as the minimum criterion for acceptable internal consistency (Nunnally, 1978). Items falling below this threshold were examined for potential exclusion or revision.

Subsequently, descriptive statistics; including means, standard deviations, and frequency distributions; were generated to characterize the sample and the distributional properties of each construct. Pearson correlation coefficients were then computed to provide a preliminary picture of bivariate relationships between the three main constructs prior to regression analysis.

To test Hypotheses H1, H2, and H3, three simple linear regression models were estimated:

- H1: H2H composite score as predictor variable; Brand Authenticity composite score as outcome variable.
- H2: Brand Authenticity composite score as predictor variable; Consumer Trust composite score as outcome variable.
- H3: H2H composite score as predictor variable; Consumer Trust composite score as outcome variable.

To test H4: the mediation hypothesis; PROCESS Macro Model 4.2 (Hayes, 2022) was employed, with 5,000 bootstrap resampling iterations generating 95% confidence intervals for the indirect effect of H2H on consumer trust through brand authenticity. A statistically

significant indirect effect whose confidence interval does not include zero was taken as evidence of mediation.

SECTION 03: Data Analysis and Results

This section presents the data analysis of the data collected through the online questionnaire using SPSS version 25. A total of 352 responses were initially collected, of which 153 valid responses were accepted for the main analysis, based on the completion of screening criteria and scale items. The analysis proceeds in the following order: screening question, demographic profile, statements data treatment, reliability analysis, descriptive statistics, one-sample t-test, correlation analysis, regression assumptions, hypothesis testing (H1 through H4), and a hypothesis summary table.

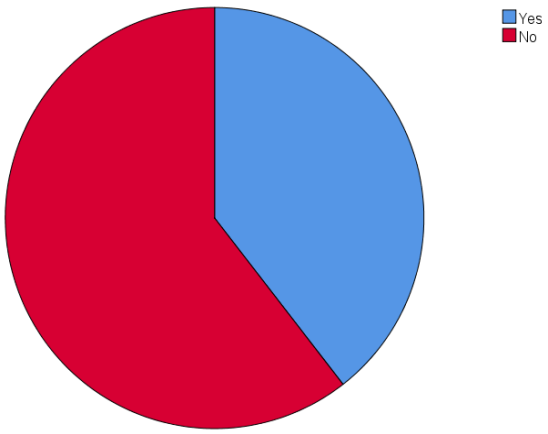
3.1. Quantitative Analysis

In this section, quantitative data analysis of the data collected through the online survey administered to Algerian consumers of JUMBO Noodly noodles is presented. The questionnaire was distributed bilingually in Arabic and French via Google Forms. The analysis applies descriptive, reliability, correlational, regression, and mediation analyses to test the four research hypotheses.

3.1.1. Screening / Eliminatory Question

At the beginning of the questionnaire, respondents were asked to indicate whether they had consumed or heard of JUMBO Noodly noodles (S1), and their level of familiarity with JUMBO Noodly's social media communication (S2). Only respondents who answered S1 = Yes and S2 = Somewhat familiar or Very familiar were retained for the main analysis.

Figure 3.1: S1: Consumed or heard of JUMBO Noodly



***Source**: Personal efforts using SPSS 25*

Table 3.1: S2: Familiarity with JUMBO Noodly Communication

Response	Frequency (N)	Percentage (%)
Somewhat familiar	89	58.2%
Very familiar	64	41.8%
Total	153	100%

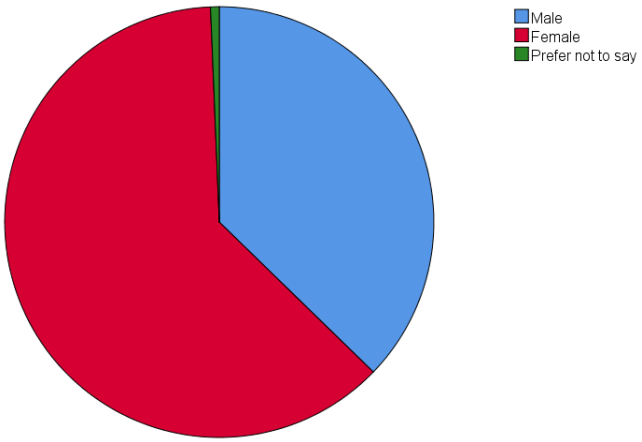
***Source**: Personal efforts using SPSS 25*

153 respondents (100% of valid cases) indicated at least some familiarity with JUMBO Noodly's communication. Of these, 58.2% (N=89) reported being somewhat familiar and 41.8% (N=64) very familiar. Respondents who indicated no familiarity were excluded during data cleaning, ensuring that all retained cases had an adequate experiential basis to evaluate JUMBO Noodly's H2H communication strategies.

3.1.2. Demographic Profile

The questionnaire included a series of socio-demographic questions designed to characterise the target population. The following tables present the distribution of the sample across gender, age group, education level, employment status, and monthly household income.

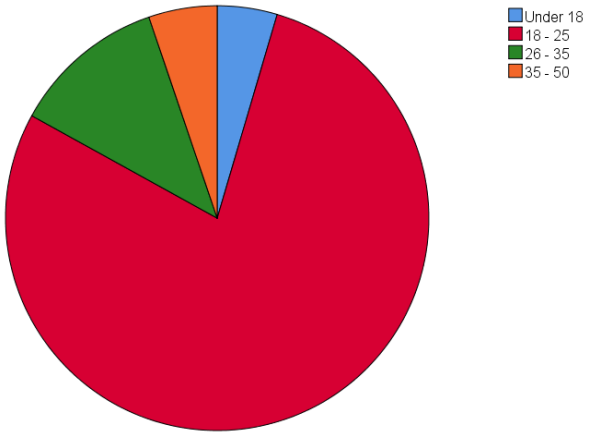
Figure 3.2 : Respondents' Gender



***Source**: Personal efforts using SPSS 25*

The sample is predominantly **female (62.1%, N=95)** versus male (37.3%, N=57). This reflects the profile of primary household grocery decision-makers in Algeria, where women typically carry responsibility for everyday food purchasing.

Figure 3.3 : Respondents' Age



***Source**: Personal efforts using SPSS 25.*

The **18–25 age group dominates the sample (78.4%, N=120)**, which is consistent with the survey distribution channels (social media, university networks). This youth profile is highly relevant to H2H communication research, as younger Algerian consumers are the primary users of the digital platforms through which JUMBO Noodly communicates and are the main consumer of noodles.

Table 3.2 : Distribution by Education Level

Education	N	%
Secondary or below	9	5.9%
Professional/Bac+2	23	15.0%
Bachelor's Degree	43	28.1%
Master's Degree	77	50.3%

Education	N	%
Doctorate	1	0.7%
Total	153	100%

***Source**: Personal efforts using SPSS 25*

78.4% of respondents hold at least a Bachelor's degree, with 50.3% currently pursuing or holding a Master's degree. This high educational profile suggests a sample capable of critically evaluating brand communication and authenticity signals.

Table 3.3 : Distribution by Employment Status

Employment	N	%
Student	103	67.3%
Unemployed	13	8.5%
Employed	27	17.6%
Self-employed	10	6.5%
Total	153	100%

***Source**: Personal efforts using SPSS 25*

3.1.3. Statement Data Treatment

The questionnaire included **47 scale items** measuring three main constructs rated on a **7-point Likert scale** (1 = Strongly Disagree; 7 = Strongly Agree): H2H Communication Strategies (20 items across five dimensions), Brand Authenticity (14 items across four dimensions), and Consumer Trust (9 items across three dimensions).

Before hypothesis testing, composite mean scores were computed for each construct by averaging all items within that construct: H2H_Total, Authenticity_Total, Trust_Total, and

BO_Total. The same procedure was applied to each sub-dimension. These composite scores serve as the variables in all subsequent analyses.

3.1.4. Composite Variables Created for Analysis

Before hypothesis testing, composite mean scores were computed for each construct by averaging all items within that construct: H2H_Total, Authenticity_Total, and Trust_Total. The same procedure was applied to each sub-dimension. These composite scores serve as the variables in all subsequent analyses

Table 3.4: Composite Variables Created for Analysis

Composite variable	Items included	Role in the model
H2H_Total	EMP1–EMP5, PER1–PER3, DIA1–DIA4, AUT1–AUT5, COC1–COC3	Independent variable
Authenticity_Total	CON1–CON4, CRE1–CRE3, INT1–INT4, SYM1–SYM3	Mediator
Trust_Total	REL1–REL3, BEN1–BEN3, TRA1–TRA3	Dependent variable

***Source**: Personal efforts using SPSS 25.*

3.1.5. Reliability Analysis

Prior to hypothesis testing, the internal consistency of each measurement scale was assessed using **Cronbach's Alpha (α)**. A threshold of $\alpha > 0.70$ is considered acceptable (Nunnally, 1978; Hair et al., 2010), $\alpha > 0.80$ is good, and $\alpha > 0.90$ is excellent.

Table 3.5 : Reliability Statistics – Cronbach's Alpha

Construct	Items	Cronbach's α	Interpretation
H2H Communication Strategies	20	0.964	Excellent
Brand Authenticity	14	0.953	Excellent
Consumer Trust	9	0.960	Excellent

***Source**: Personal efforts using SPSS 25*

All three constructs yield Cronbach's Alpha values above 0.90, confirming excellent internal consistency. These results support internal consistency that each item set reliably and coherently measures its intended construct, and that the scales are suitable for regression and mediation analysis.

3.1.6. Descriptive Statistics

Table 3.6 presents the descriptive statistics for the main composite scores and all sub-dimensions. All means are reported on the 7-point scale, where values above 4 indicate positive agreement.

Table 3.6 : Descriptive Statistics – Composite Scores and Sub-Dimensions

Variable	N	Mean	Std. Dev.
H2H Communication Total	153	4.558	1.070
→ Empathy & Emotional Resonance	153	4.644	1.190
→ Personalization Quality	153	4.357	1.339
→ Dialogic Engagement	153	4.650	1.147
→ Authenticity & Transparency	153	4.349	1.191
→ Co-Creation Participation	153	4.841	1.246
Brand Authenticity Total	153	4.477	1.083
→ Continuity	153	4.712	1.224
→ Credibility	153	4.551	1.205
→ Integrity	153	4.440	1.159
→ Symbolism	153	4.139	1.336
Consumer Trust Total	153	4.688	1.194

Variable	N	Mean	Std. Dev.
→ Reliability	153	4.636	1.283
→ Benevolence	153	4.673	1.233
→ Interactional Transparency	153	4.754	1.284

***Source**: Personal efforts using SPSS 25*

All main construct means exceed the scale midpoint of 4, indicating overall positive consumer perceptions. Among H2H sub-dimensions, **Co-Creation Participation** records the highest mean (M = 4.841), while Personalization Quality is the lowest (M = 4.357). Within Brand Authenticity, **Continuity** leads (M = 4.712) while Symbolism is weakest (M = 4.139), suggesting that consumers perceive JUMBO Noodly as a stable brand but less so as an identity-expressive one. For Consumer Trust, **Interactional Transparency** is highest (M = 4.754), indicating perceived openness in the brand's online communication.

3.1.7. One-Sample T-Test

A one-sample t-test was conducted to verify whether the mean scores of all four main variables are significantly above the scale neutral point of 4, confirming that respondents hold meaningfully positive orientations on each construct. The null and alternative hypotheses are:

$$H_0: \bar{X} \leq 4 \text{ (the construct mean does not exceed the neutral point)}$$

$$H_1: \bar{X} > 4 \text{ (the construct mean significantly exceeds the neutral point)}$$

Table 3.7: One-Sample Statistics (Test Value = 4)

Variable	N	Mean	Std. Dev.	Std. Error Mean
H2H Communication	153	4.558	1.070	0.087
Brand Authenticity	153	4.477	1.083	0.088
Consumer Trust	153	4.688	1.194	0.097

***Source**: Personal efforts using SPSS 25*

Table 3.8: One-Sample T-Test Results

Variable	t	df	Sig. (2-tailed)	Mean Diff.	95% CI Lower	95% CI Upper
H2H Communication	6.453	152	.000	0.558	0.389	0.728
Brand Authenticity	5.448	152	.000	0.477	0.306	0.649
Consumer Trust	7.127	152	.000	0.688	0.499	0.877

***Source**: Personal efforts using SPSS 25*

Sample Size: All variables are based on N = 153 observations that exceeds the minimum of 50 + 8 recommended by Tabachnick & Fidell (2013) for simple regression.

Statistical Significance: The p-values (Sig. 2-tailed) for all four variables equal .000, below the 0.05 significance level. All differences are statistically significant.

Mean Differences and Confidence Intervals: All mean differences are positive and 95% confidence intervals do not include 0, confirming that all construct means significantly exceed the scale midpoint. Consumer Trust shows the largest mean difference (0.688), indicating the strongest endorsement relative to neutral. The null hypothesis is rejected for all four constructs, confirming their suitability for hypothesis testing.

3.1.8. Correlation Analysis

A Pearson bivariate correlation was computed to assess the direction and strength of associations between the three main constructs before regression analysis.

Table 3.9 : Pearson Correlation Matrix

	H2H Communication	Brand Authenticity	Consumer Trust
H2H Communication	1	.836**	.838**
Brand Authenticity	.836**	1	.852**

	H2H Communication	Brand Authenticity	Consumer Trust
Consumer Trust	.838**	.852**	1

***Source**: Personal efforts using SPSS 25*

*** Correlation is significant at the 0.01 level (2-tailed).*

Figure 3.4 : Scatterplots of the Main Relationships



***Source**: Personal efforts using SPSS 25.*

All three bivariate correlations are **strong and statistically significant** (all $p < .001$, Cohen 1988). H2H Communication and Brand Authenticity: **r = .836**; H2H Communication and Consumer Trust: **r = .838**; Brand Authenticity and Consumer Trust: **r = .852**. These results provide strong preliminary support for all four hypotheses and confirm the plausibility of the mediation path in H4.

3.1.9. Regression Assumptions

Table 3.10: Regression Assumption Checks; All Models

Assumption	H1 (H2H→Auth)	H2 (Auth→Trust)	H3 (H2H→Trust)
Sample size (N)	153 ✓	153 ✓	153 ✓
Outliers (|Z| > 3)	1 case (0.7%) ✓	1 case (0.7%) ✓	1 case (0.7%) ✓
Durbin-Watson	1.883 ✓	1.850 ✓	1.861 ✓

Assumption	H1 (H2H→Auth)	H2 (Auth→Trust)	H3 (H2H→Trust)
Shapiro-Wilk p	.598 (Normal ✓)	.841 (Normal ✓)	.005 (Mild ✓)
VIF / Tolerance	1.000 / 1.000 ✓	1.000 / 1.000 ✓	1.000 / 1.000 ✓

***Source**: Personal efforts using SPSS 25.*

✓ = assumption met.

3.1.10. H1 Testing: H2H Communication Strategies → Brand Authenticity

To test the first hypothesis *"H2H communication strategies positively and significantly influence consumers' perceived brand authenticity of JUMBO Noodly among Algerian consumers"* a simple linear regression was conducted with **H2H_Total** as the independent variable and **Authenticity_Total** as the dependent variable.

H_0: H2H strategies have no significant positive effect on brand authenticity ($\beta \leq 0$)

H_1: H2H strategies have a significant positive effect on brand authenticity ($\beta > 0$)

3.1.10.1. Significance of the Model

Table 3.11: ANOVA; H1

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	124.720	1	124.720	351.006	.000
Residual	53.654	151	0.355		
Total	178.374	152			

***Source**: Personal efforts using SPSS 25*

The ANOVA table shows F(1, 151) = 351.006, p = .000, confirming that **the regression model is statistically significant** at the 0.001 level. The null hypothesis is rejected.

3.1.10.2. Usefulness of the Model

To assess the usefulness of the model, the calculated F-statistic was compared with the critical F-value. The obtained F-value of 351.006 is substantially greater than the critical value of 3.95. Moreover, the ratio 351.006 / 3.95 = 88.86 shows that the calculated value largely

exceeds the minimum threshold. Therefore, the regression model can be considered highly useful for predicting Brand Authenticity.

Table 3.12 : Model Summary ; H1

R	R Square	Adjusted R Square	Std. Error of the Estimate
.836	.699	.697	.590

***Source**: Personal efforts using SPSS 25*

The model explains **69.9% of the variance in Brand Authenticity** (R^2 = .699, Adjusted R^2 = .697). This is a high explanatory power, indicating that H2H communication is a dominant predictor of how Algerian consumers perceive JUMBO Noodly's authenticity.

3.1.10.3. Examination of Parameters (Coefficients)

Table 3.13: Coefficients; H1

Model	B (Unstandardized)	Std. Error	β (Standardized)	t	Sig.
Constant	0.618	0.212		2.923	.004
H2H_Total	0.847	0.045	.836	18.735	.000

***Source**: Personal efforts using SPSS 25*

H2H_Total is a **significant positive predictor** of Brand Authenticity (B = 0.847, β = .836, $p < .001$). For every one-unit increase in H2H Communication score, Brand Authenticity increases by 0.847 units on the 7-point scale.

3.1.10.4. Strength of the Association

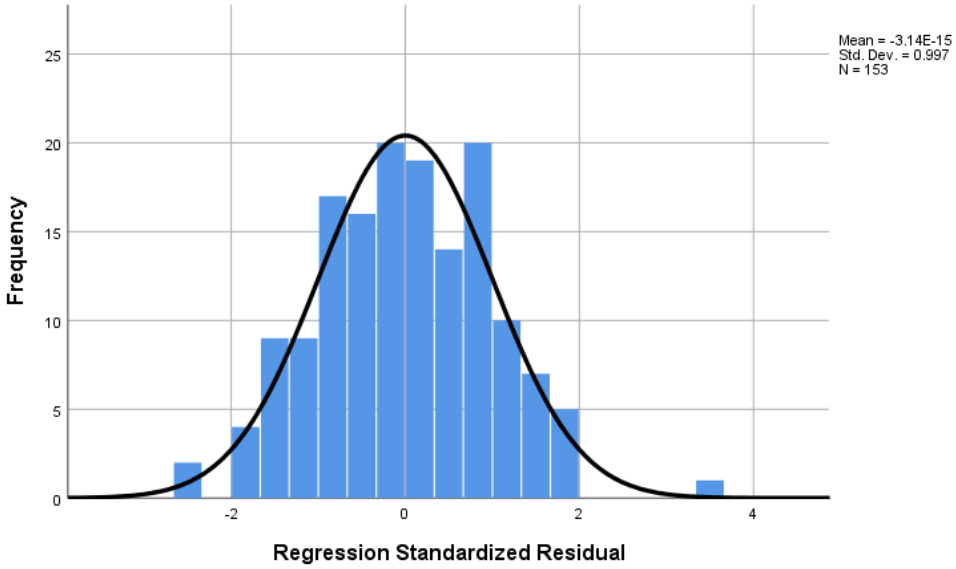
The bivariate correlation between H2H Communication and Brand Authenticity is **r = .836**, indicating a **strong positive relationship** (Cohen, 1988).

3.1.10.5. Regression Equation

$$\textit{Brand Authenticity} = 0.618 + 0.847 \times \textit{H2H_Total}$$

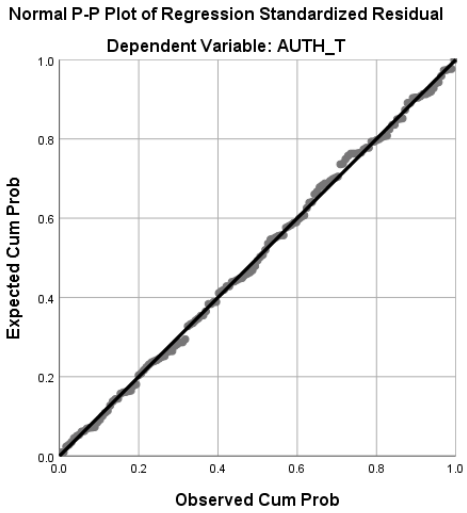
3.1.10.6. Normality of Residuals

Figure 3.5: Residual Normality Histogram; H1



***Source**: Personal efforts using SPSS 25*

Figure 3.6 : Normal P-P Plot ; H1



***Source**: Personal efforts using SPSS 25*

The histogram of standardised residuals approximates a normal bell-shaped distribution centred on zero. The Normal P-P Plot shows that residual points align closely along the diagonal reference line. The normality of residuals assumption is satisfied.

3.1.10.7. Hypothesis Testing Sum-Up

H1 is confirmed. H2H Communication Strategies positively and significantly influence Brand Authenticity among Algerian consumers of JUMBO Noodly (B = 0.847, β = .836, p < .001, R^2 = .699, F(1,151) = 351.006).

3.1.11. H2 Testing: Brand Authenticity → Consumer Trust

To test the second hypothesis *"perceived brand authenticity positively and significantly influences consumer trust in JUMBO Noodly among Algerian consumers"* a simple linear regression was conducted with **Authenticity_Total** as the independent variable and **Trust_Total** as the dependent variable.

H_0: Brand authenticity has no significant positive effect on consumer trust ($\beta \leq 0$)

H_1: Brand authenticity has a significant positive effect on consumer trust ($\beta > 0$)

3.1.11.1. Significance of the Model

Table 3.14: ANOVA ; H2

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	157.024	1	157.024	398.251	.000
Residual	59.537	151	0.394		
Total	216.561	152			

***Source**: Personal efforts using SPSS 25*

The ANOVA table shows F(1, 151) = 398.251, p = .000. **The regression model is statistically significant.**

3.1.11.2. Usefulness of the Model

To assess the usefulness of the model, the calculated F-statistic was compared with the critical F-value. The obtained F-value of 398.251 is substantially greater than the critical value of 3.95. Moreover, the ratio 398.251 / 3.95 = 100.82 shows that the calculated value largely exceeds the minimum threshold. Therefore, the regression model can be considered highly useful for predicting Consumer Trust.

Table 3.15 : Model Summary ; H2

R	R Square	Adjusted R Square	Std. Error of the Estimate
.852	.725	.723	.627

***Source**: Personal efforts using SPSS 25*

The model explains **72.5% of the variance in Consumer Trust** (R^2 = .725, Adjusted R^2 = .723). This is the highest R^2 among the three direct-effect regressions, confirming that Brand Authenticity is the strongest single predictor of Consumer Trust in this study.

3.1.11.3. Examination of Parameters (Coefficients)

Table 3.16: Coefficients ; H2

Model	B (Unstandardized)	Std. Error	β (Standardized)	t	Sig.
Constant	0.487	0.217		2.249	.026
Authenticity_Total	0.938	0.047	.852	19.956	.000

***Source**: Personal efforts using SPSS 25*

Authenticity_Total is a **significant positive predictor** of Consumer Trust (B = 0.938, β = .852, $p < .001$). The standardised coefficient β = .852 is the strongest across all regressions in this study.

3.1.11.4. Strength of the Association

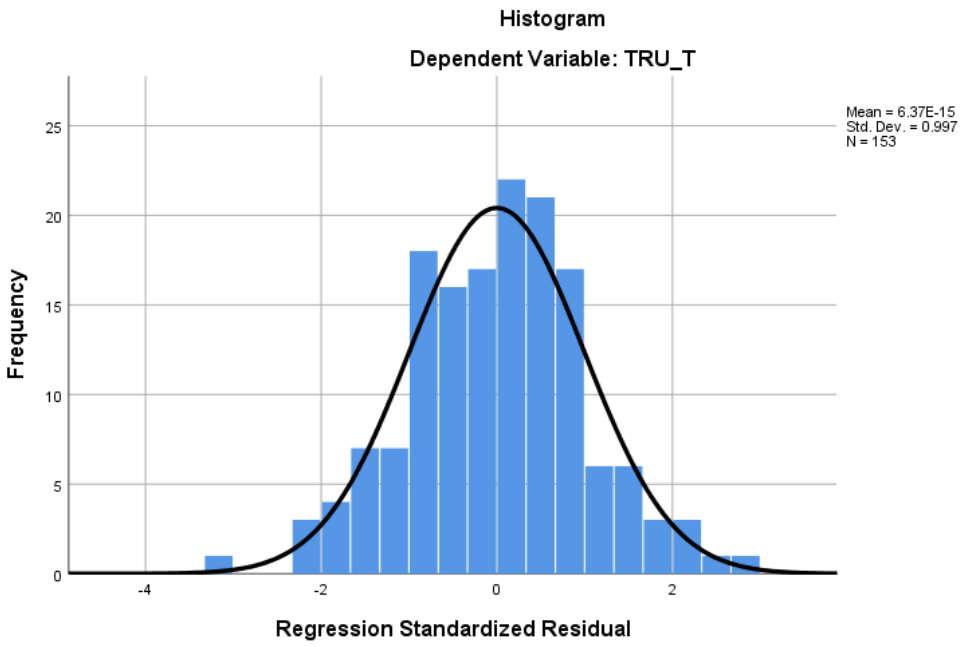
The bivariate correlation between Brand Authenticity and Consumer Trust is **r = .852**, indicating a **strong positive relationship** (Cohen, 1988).

3.1.11.5. Regression Equation

$$\textit{Consumer Trust} = 0.487 + 0.938 \times \textit{Authenticity_Total}$$

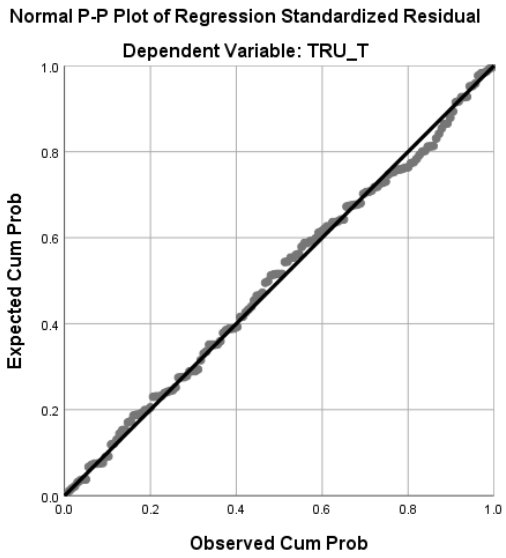
3.1.11.6. Normality of Residuals

Figure 3.7 : Residual Normality Histogram ; H2



***Source**: Personal efforts using SPSS 25*

Figure 3.8 : Normal P-P Plot ; H2



***Source**: Personal efforts using SPSS 25*

The histogram approximates a normal distribution and the P-P Plot shows residuals aligned with the reference diagonal. The normality assumption is satisfied.

3.1.11.7. Hypothesis Testing Sum-Up

H2 is confirmed. Perceived Brand Authenticity positively and significantly influences Consumer Trust in JUMBO Noodly among Algerian consumers (B = 0.938, β = .852, p < .001, R^2 = .725, F(1,151) = 398.251).

3.1.12. H3 Testing: H2H Communication Strategies → Consumer Trust (Direct Effect)

To test the third hypothesis *"H2H communication strategies positively and significantly influence consumer trust in JUMBO Noodly, independently of brand authenticity"* a simple linear regression was conducted with **H2H_Total** as the independent variable and **Trust_Total** as the dependent variable.

H_0: H2H strategies have no significant direct positive effect on consumer trust ($\beta \leq 0$)

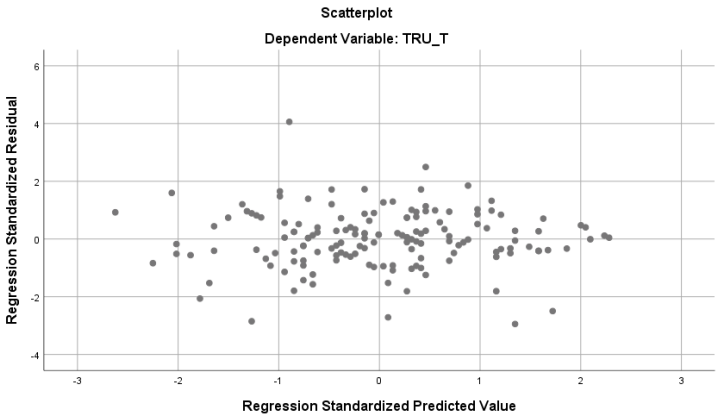
H_1: H2H strategies have a significant direct positive effect on consumer trust ($\beta > 0$)

3.1.12.1 Sample Size

N = 153 valid cases. This exceeds the minimum threshold of 50 + 8 predictors recommended by Tabachnick and Fidell (2013), and provides adequate statistical power for simple linear regression.

3.1.12.2 Outliers

Figure 3.9 : Outliers Test ; H3

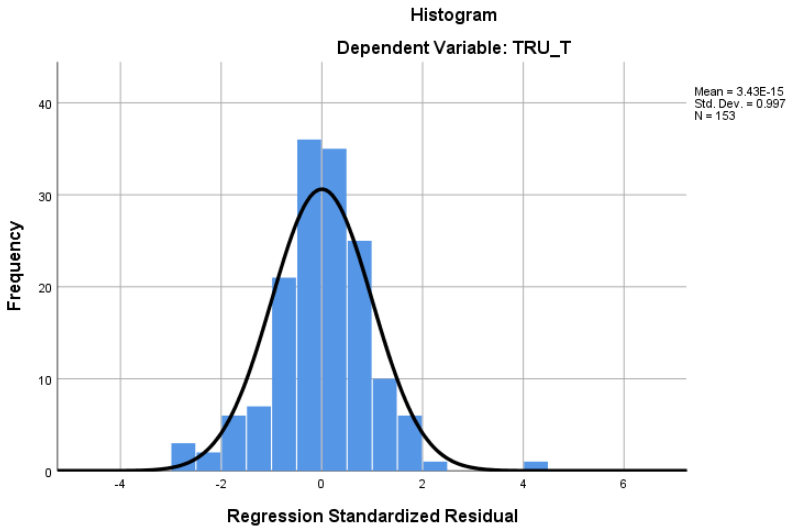


***Source**: Personal efforts using SPSS 25*

The model contains no outliers since all points form an almost rectangular shape.

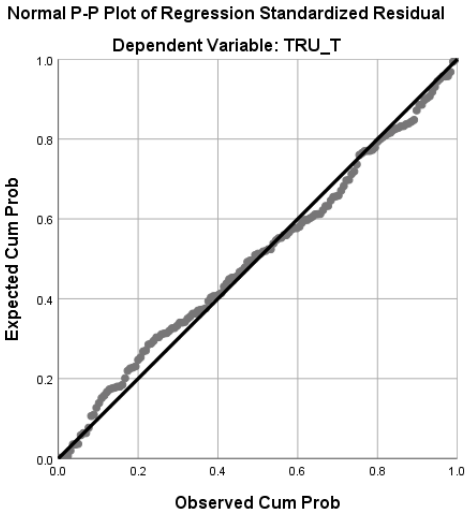
3.1.12.3. Normality of Residuals

Figure 3.10 : Residual Normality Histogram ; H3



***Source**: Personal efforts using SPSS 25*

Figure 3.11 : Normal P-P Plot ; H3



***Source**: Personal efforts using SPSS 25*

The histogram approximates a normal distribution and the P-P Plot shows residuals aligned with the reference diagonal. The normality assumption is satisfied.

3.1.12.4. Autocorrelation

The Durbin-Watson statistic is **DW = 1.861**, falling within the acceptable range of 1.5–2.5 (Field, 2018). No problematic autocorrelation is present among residuals.

3.1.12.5. Multicollinearity

Table 3.17: Collinearity Statistics ; H3

Variable	Tolerance	VIF
H2H_Total	1.000	1.000

***Source**: Personal efforts using SPSS 25*

As the model contains a single predictor, multicollinearity is not applicable. Tolerance = 1.000 and VIF = 1.000, confirming no collinearity issue.

3.1.12.6. Significance of the Model

Table 3.18 : ANOVA ; H3

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	152.081	1	152.081	356.144	.000
Residual	64.480	151	0.427		
Total	216.561	152			

***Source**: Personal efforts using SPSS 25*

The ANOVA table shows F(1, 151) = 356.144, p = .000. **The model is statistically significant.**

3.1.12.7 Usefulness of the Model

To assess the usefulness of the model, the calculated F-statistic was compared with the critical F-value. The obtained F-value of 356.144 is substantially greater than the critical value of 3.95. Moreover, the ratio 356.144 / 3.95 = 90.16 shows that the calculated value largely exceeds the minimum threshold. Therefore, the regression model can be considered highly useful for predicting Consumer Trust.

Table 3.19 : Model Summary ; H3

R	R Square	Adjusted R Square	Std. Error	Durbin-Watson
.838	.702	.700	.652	1.861

***Source**: Personal efforts using SPSS 25*

The model explains **70.2% of the variance in Consumer Trust** (R^2 = .702, Adjusted R^2 = .700).

3.1.12.8 Examination of Parameters (Coefficients)

Table 3.20: Coefficients; H3

Model	B	Std. Error	B	t	Sig.
Constant	0.427	0.232		1.840	.068
H2H_Total	0.935	0.050	.838	18.872	.000

***Source**: Personal efforts using SPSS 25*

H2H_Total is a **significant positive predictor** of Consumer Trust (B = 0.935, β = .838, p < .001).

3.1.12.9 Strength of the Association

The bivariate correlation between H2H Communication and Consumer Trust is **r = .838**, indicating a **strong positive relationship** (Cohen, 1988).

3.1.12.10 Regression Equation

$$\textit{Consumer Trust} = 0.427 + 0.935 \times \textit{H2H_Total}$$

3.1.12.11 Hypothesis Testing Sum-Up

H3 is confirmed. H2H Communication Strategies positively and significantly influence Consumer Trust among Algerian consumers of JUMBO Noodly, independently of Brand Authenticity (B = 0.935, β = .838, p < .001, R^2 = .702, F(1,151) = 356.144, DW = 1.861).

3.1.13. H4 Mediation: H2H → Brand Authenticity → Consumer Trust

To test the fourth and core hypothesis *"Brand Authenticity mediates the relationship between H2H Communication Strategies and Consumer Trust"* a mediation analysis was conducted using **PROCESS Macro Model 4.2 (Hayes, 2022)** with 5,000 bootstrap samples at a 95%

confidence level. H2H_Total is the independent variable (X), Authenticity_Total the mediator (M), and Trust_Total the outcome (Y). The mediation model estimates three paths:

Path a: X → M (H2H → Authenticity)

Path b: M → Y controlling for X (Authenticity → Trust | H2H)

Path c': X → Y controlling for M (H2H → Trust | Authenticity) — the direct effect

The indirect effect equals a × b, and mediation is confirmed if the bootstrapped 95% confidence interval excludes zero (Preacher & Hayes, 2008).

Table 3.21: PROCESS Macro Model 4 ; Mediation Results (H4)

Path	Coefficient	SE	t	p	Boot 95% CI
Path a: H2H → Authenticity	0.847	0.045	18.735	.000	[0.758, 0.936]
Path b: Authenticity → Trust | H2H	0.552	0.077	7.144	.000	[0.400, 0.705]
Path c': H2H → Trust | Authenticity	0.467	0.078	5.969	.000	[0.312, 0.622]
Indirect Effect (a × b)	0.468	0.086			[0.292, 0.628]

***Source**: Personal efforts using SPSS 25 + PROCESS Macro v4.2 (Hayes, 2022)Bootstrap: 5,000 samples, 95% Bias-Corrected Confidence Interval.*

Path a (H2H → Authenticity): a = 0.847 (SE = 0.045, t = 18.735, p < .001). H2H Communication strongly and significantly predicts Brand Authenticity, replicating the H1 result within the mediation framework.

Path b (Authenticity → Trust | H2H): b = 0.552 (SE = 0.077, t = 7.144, p < .001). Brand Authenticity significantly predicts Consumer Trust even when controlling for H2H Communication, confirming its active mediating role.

Path c' – Direct Effect (H2H → Trust | Authenticity): c' = 0.468 (SE = 0.078, t = 5.969, p < .001). The direct effect of H2H Communication on Consumer Trust remains statistically significant after controlling for Brand Authenticity, indicating that H2H does not operate exclusively through authenticity.

Indirect Effect: The indirect effect of H2H on Trust through Brand Authenticity is **0.468** (SE = 0.086). The bootstrap 95% confidence interval is **[0.292, 0.628]**, which **excludes zero**, confirming that the mediated path is statistically significant.

Type of Mediation: Since the indirect effect is significant AND the direct effect c' remains significant, the result indicates **partial mediation**. Brand Authenticity partially mediates the H2H → Consumer Trust relationship. H2H Communication builds trust through two simultaneous mechanisms: an indirect path through authenticity perceptions, and a direct path operating through social exchange and relational responsiveness (Blau, 1964).

H4 is confirmed. Brand Authenticity partially mediates the relationship between H2H Communication Strategies and Consumer Trust among Algerian consumers of JUMBO Noodly (Indirect effect = 0.468, Bootstrap 95% CI [0.292, 0.628], excludes zero).

3.1.14. Hypothesis Summary Table

Table 3.22: Hypothesis Testing Summary

Hypothesis	Relationship Tested	Key Statistics	Decision
H1	H2H Strategies → Brand Authenticity	B=0.847, β=.836, R^2=.699, F(1,151)=351.006, p<.001	✓ CONFIRMED
H2	Brand Authenticity → Consumer Trust	B=0.938, β=.852, R^2=.725, F(1,151)=398.251, p<.001	✓ CONFIRMED
H3	H2H Strategies → Consumer Trust (direct)	B=0.935, β=.838, R^2=.702, F(1,151)=356.144, p<.001, DW=1.861	✓ CONFIRMED
H4	Authenticity mediates H2H → Trust	Indirect=0.468, Boot 95% CI [0.292, 0.628] ≠ 0, c'=.467 (sig.)	✓ CONFIRMED (Partial Mediation)

***Source**: Personal efforts using SPSS 25 + PROCESS Macro v4.2 (Hayes, 2022)*

All four hypotheses are confirmed with strong statistical support. H2H Communication Strategies are a robust and significant driver of both Brand Authenticity (H1, R^2=.699) and Consumer Trust (H3, R^2=.702). Brand Authenticity is the strongest single predictor of Consumer Trust (H2, R^2=.725), and acts as a **partial mediator** in the H2H → Trust relationship (H4, indirect=0.468, CI [0.292, 0.628]). The partial mediation confirms that H2H

Communication operates through two simultaneous pathways: first, by constructing authenticity perceptions which in turn build trust; and second, by directly generating trust through empathetic, responsive interaction; consistent with Blau's (1964) Social Exchange Theory and Kotler, Pfoertsch & Sponholz's (2021) H2H Marketing framework.

CONCLUSION

This chapter has presented the empirical investigation through which the theoretical model developed in the previous chapters was applied to the case of JUMBO Noodly Algeria and moved from conceptual construction to empirical verification. Its purpose was therefore to examine whether the proposed H2H → Brand Authenticity → Consumer Trust relationship could be supported within the Algerian ready-meals and instant-noodles market.

The chapter first situated the study within its practical context by presenting the host company, the competitive environment of the Algerian noodles market, and the current communication practices of JUMBO Noodly. This contextual analysis showed that the brand operates in a market where convenience, affordability, cultural proximity, product safety, and social media communication all influence consumer perception. It also showed that JUMBO Noodly already uses several H2H-oriented practices, particularly through a relatable human voice, direct communication with consumers, comment replies, and consumer-oriented content. However, the analysis also revealed that the co-creation dimension remains less visible, because the brand does not always clearly communicate how consumer opinions are taken into consideration.

The methodological section then explained the quantitative approach adopted in the study. The empirical data were collected through an online questionnaire addressed to Algerian consumers familiar with JUMBO Noodly and its communication. The questionnaire measured H2H communication strategies, perceived brand authenticity and consumer trust using a seven-point Likert scale, supported by screening and demographic questions . The data were then cleaned, coded, and analyzed through SPSS using reliability analysis, descriptive statistics, one-sample t-tests, correlation analysis, regression models, diagnostic tests, and mediation analysis.

The statistical results provided strong support for the proposed research model. The reliability tests confirmed the internal consistency of the measurement scales, allowing the composite variables to be used for further analysis. The descriptive results showed that respondents generally evaluated JUMBO Noodly's H2H communication, brand authenticity, and consumer trust positively. The correlation matrix confirmed strong positive associations between the three main constructs. The regression results further demonstrated that H2H communication strategies significantly influence perceived brand authenticity and consumer trust, while perceived brand authenticity also significantly influences consumer trust. Finally, the mediation analysis confirmed that brand authenticity partially mediates the relationship between H2H communication strategies and consumer trust.

These findings are coherent with the theoretical foundations developed in the previous chapters by showing that consumers who perceive JUMBO Noodly’s communication as more human-centered are also more likely to perceive the brand as authentic and trustworthy.

Overall, this chapter confirms the relevance of the H2H framework in the Algerian FMCG context among consumers familiar with JUMBO Noodly's communication in this sample. It shows that H2H communication is not only a theoretical orientation, but also a measurable communication strategy with significant effects on brand authenticity and consumer trust. The chapter therefore provides the empirical basis for the final discussion and recommendations, where the findings will be interpreted in relation to the theoretical framework, prior literature, managerial implications for JUMBO Noodly, practical H2H communication guidelines for FMCG brands in Algeria, and the limitations and future research avenues of the study.

CONCLUSION

This dissertation examined the impact of Human-to-Human communication strategies on perceived brand authenticity and consumer trust, using JUMBO Noodly Algeria as a case study. The research started from the observation that contemporary consumers are increasingly exposed to digital communication, but also increasingly skeptical toward standardized, impersonal, and purely promotional brand messages. In the Algerian FMCG context, this issue is particularly important because food consumption is connected to safety, family habits, affordability, cultural meaning, and social recommendation networks.

The theoretical chapters established the conceptual basis of the model. Chapter 1 presented H2H marketing as a human-centered approach grounded in empathy, dialogue, personalization, transparency, and co-creation. It showed that H2H communication is the consumer-visible expression of this approach and that it can become a source of relational differentiation in digitally connected markets. Chapter 2 then developed perceived brand authenticity and consumer trust as the main consumer outcomes of the study. It showed that authenticity is formed through perceptions of continuity, credibility, integrity, and symbolism, while trust is formed through reliability, benevolence, and interactional transparency.

The empirical chapter applied this theoretical model to JUMBO Noodly Algeria. The quantitative analysis confirmed the reliability of the measurement scales and showed that consumers generally evaluated JUMBO Noodly's H2H communication, brand authenticity, and consumer trust positively. The regression results confirmed that H2H communication strategies significantly influence perceived brand authenticity and consumer trust. Perceived brand authenticity also significantly influenced consumer trust. Finally, the mediation analysis showed that brand authenticity partially mediates the relationship between H2H communication strategies and consumer trust.

1. Theoretical Implications

The findings support the theoretical logic developed in the dissertation. Relationship Marketing explains why repeated human-centered interactions can strengthen the relational bond between the brand and consumers. Social Exchange Theory explains why consumers may respond to perceived empathy, attention, and responsiveness with greater trust. Service-Dominant Logic explains why communication becomes more valuable when consumers are treated as participants in value creation rather than passive receivers of brand messages. In this sense, the empirical results confirm that H2H communication can function as a relational mechanism that produces authenticity perceptions and trust outcomes.

2. Brand Authenticity in the Algerian Context

The results show that H2H communication strategies have a strong positive influence on perceived brand authenticity. In the Algerian context, this means that consumers are more likely to perceive JUMBO Noodly as authentic when its communication appears relatable, culturally close, responsive, transparent, and attentive to consumer concerns. This finding is important because authenticity in food branding does not depend only on product quality; it also depends on whether consumers perceive coherence between the brand's promises, tone, actions, and cultural positioning.

3. Consumer Trust in the Algerian Context

The study also confirms that H2H communication directly strengthens consumer trust. This is especially relevant in the Algerian food market, where consumers often rely on social networks, family recommendations, and digital discussions when evaluating brands. Humanized communication, visible responsiveness, and openness can reduce uncertainty and make the brand appear more reliable and benevolent. However, the partial mediation result shows that trust is not built only through direct interaction; it is also built because H2H communication makes the brand appear more authentic.

4. The Research Gaps Addressed

The findings are consistent with prior literature on H2H marketing, brand authenticity, and brand trust. They support the view that consumers reward brands that communicate with sincerity, transparency, and relational concern. They also confirm the role of perceived authenticity as a bridge between brand communication and trust. The contribution of this dissertation lies in applying this logic to an underexplored context: the Algerian ready-meal and instant-noodle market. By doing so, the study addresses a gap in the literature, where H2H communication has been discussed conceptually but less frequently tested empirically in North African FMCG settings.

5. Managerial Implications for JUMBO Noodly

• Strengthen transparent communication about product quality, local production, ingredients, and safety standards.

• Make consumer feedback more visible by showing how comments, suggestions, and opinions influence later communication, recipes, flavours, or campaigns.

• Move from product-centered posts toward more human stories connected to students, families, young workers, and everyday Algerian consumption situations.

• Develop structured co-creation initiatives such as polls, flavour votes, recipe challenges, user-generated content campaigns, and public feedback reports.

• Maintain a consistent tone of voice that is warm, relatable, respectful, and culturally grounded while avoiding exaggerated claims that may weaken authenticity.

6. Communication Guidelines for FMCG Brands in Algeria

For FMCG brands operating in Algeria, the results suggest that H2H communication should be treated as a strategic discipline rather than a simple social media style. Brands should communicate in a human voice, respond publicly and sincerely to consumer concerns, show transparency in their processes, invite consumers into co-creation, and maintain coherence between what they say and what they do. In a market where trust is strongly shaped by peer communication, visible relational behavior can become a powerful source of authenticity and differentiation.

7. Limitations and Avenues for Future Research

This study presents several limitations. First, the sample was collected online through a non-probabilistic convenience method, which limits the generalizability of the results to the entire Algerian consumer population. Second, the data are cross-sectional, meaning that the study measures perceptions at one point in time and cannot fully establish long-term causal effects. Third, the research focuses on one brand and one product category, which limits comparison with other FMCG sectors. Future research could use larger and more representative samples, compare several food brands, integrate qualitative interviews, or conduct a longitudinal study to examine how H2H communication builds authenticity and trust over time.

Overall, the dissertation confirms that H2H communication strategies represent a valuable path for strengthening brand authenticity and consumer trust in the Algerian FMCG context. For JUMBO Noodly, the main managerial implication is clear: the brand already possesses elements of humanized communication, but it can reinforce trust and authenticity by making its feedback loops, transparency, and co-creation practices more visible to consumers. This would allow the brand to transform ordinary digital communication into a deeper relational asset.

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APPENDICES

Appendix 01: GBfoods Africa Logo

Appendix 02: Jumbo Algeria Logo

Appendix 03: Questionnaire English Version

SECTION 0 – Introduction

Dear respondents,

As part of my Master's dissertation, I am conducting research, taking **JUMBO Noodly** noodles as a case study in the Algerian market.

Your responses are extremely valuable and will contribute directly to academic knowledge in the field of marketing and communication.

The questionnaire is **completely anonymous**; no personal data that can identify you will be collected or stored. Participation is voluntary, and you may withdraw at any time. All responses will be treated confidentially and used only for academic purposes.

Thank you in advance for your time and valuable contribution.

Before starting, choose the langauge you prefer:

- English
- العربية

Scale used throughout Sections 2 to 4

7-point Likert Scale

1 = Strongly Disagree 2 = Disagree 3 = Somewhat Disagree 4 = Neither Agree nor Disagree 5 = Somewhat Agree 6 = Agree 7 = Strongly Agree

SECTION 1 – Screening / Filter

S1. Have you ever consumed **JUMBO Noodly** noodles?

☐ Yes ☐ No *(If "No", survey ends with thank you message)*

S2. Are you familiar with **JUMBO Noodly**'s communication on social media (Facebook, Instagram, TikTok, etc.)?

☐ Yes ☐ Somewhat ☐ No

SECTION 2 – H2H Communication Strategies (20 items)

Please rate how much you agree with the following statements about **JUMBO Noodly**'s communication.

2.1 Empathy & Emotional Resonance

- EMP1. JUMBO Noodly's communication seems to truly understand what consumers like me feel.
- EMP2. The brand understands the daily life challenges of Algerian families.
- EMP3. The way JUMBO Noodly communicates shows genuine care for its consumers.
- EMP4. JUMBO Noodly's content evokes positive emotions in me (joy, nostalgia, warmth).
- EMP5. The brand's communication makes me feel valued as a person.

2.2 Personalization Quality

- PER1. JUMBO Noodly's communication feels relevant to my daily life as an Algerian consumer.
- PER2. The brand seems tailored to people with tastes and habits similar to mine.
- PER3. I feel that JUMBO Noodly speaks to me as a person, not just as a customer.

2.3 Dialogic Engagement

- DIA1. JUMBO Noodly responds to comments, questions or messages from consumers on social media.

- DIA2. JUMBO Noodly invites its audience to share opinions or vote (e.g., on flavours, packaging, content).
- DIA3. I feel that a real two-way conversation is possible between JUMBO Noodly and its consumers.
- DIA4. The brand listens to what customers say and responds accordingly.

2.4 Authenticity & Transparency

- AUT1. JUMBO Noodly shares clear and honest information about its products.
- AUT2. The brand's actions match what it says in its posts.
- AUT3. The brand is transparent about its products and ingredients.
- AUT4. JUMBO Noodly takes responsibility when consumers raise concerns.
- AUT5. The brand does not try to hide information from customers.

2.5 Co-Creation Participation

- COC1. JUMBO Noodly involves consumers in creating ideas (new flavours, special editions, collaborations).
- COC2. The brand uses customer photos or stories in its content.
- COC3. JUMBO Noodly listens to consumer feedback and shows it in its later communication.

SECTION 3 – Perceived Brand Authenticity (14 items – Adapted from Morhart et al., 2015)

3.1 Continuity

- CON1. JUMBO Noodly is a brand with a history.
- CON2. This brand has a consistent identity.
- CON3. This brand has stayed true to its values over time.
- CON4. JUMBO Noodly is a brand that survives trends.

3.2 Credibility

- CRE1. I can rely on the quality this brand claims to have.
- CRE2. JUMBO Noodly accomplishes its value promise.
- CRE3. This brand is believable and trustworthy in what it says.

3.3 Integrity

- INT1. JUMBO Noodly is a brand that gives back to its consumers.
- INT2. JUMBO Noodly is a brand with moral principles.
- INT3. This brand would not deceive customers for profit.
- INT4. JUMBO Noodly is a brand that cares about its consumers.

3.4 Symbolism

- SYM1. Using this brand helps me express who I am.
- SYM2. This brand fits well with my lifestyle and identity.
- SYM3. JUMBO Noodly connects people with what is really important to them.

SECTION 4 – Consumer Trust (9 items)

4.1 Reliability

- REL1. I can count on this brand to deliver what I expect.
- REL2. This brand is competent and reliable.
- REL3. The quality of this brand's noodles is consistent.

4.2 Benevolence

- BEN1. JUMBO Noodly would be honest and sincere in addressing my concerns.
- BEN2. This brand genuinely cares about customer satisfaction.
- BEN3. JUMBO Noodly would make an effort to satisfy me.

4.3 Interactional Transparency

- TRA1. JUMBO Noodly is open and clear in the way it communicates with consumers online.
- TRA2. JUMBO Noodly provides the information consumers need to form an informed opinion.
- TRA3. The brand is open about how it handles customer feedback.

SECTION 5 – Demographics

- D1. Gender: ☐ Male ☐ Female ☐ Prefer not to say
- D2. Age group: ☐ Under 18 ☐ 18–25 ☐ 26–35 ☐ 36–50 ☐ 51 and above
- D3. Highest education level: ☐ Secondary or below ☐ Professional/Bac+2 ☐ Bachelor ☐ Master ☐ Doctorate
- D4. Employment status: ☐ Student ☐ Unemployed ☐ Employed ☐ Self-employed ☐ Retired
- D5. Monthly household income (DZD): ☐ Less than 30,000 ☐ 30,000–60,000 ☐ 60,001–100,000 ☐ 100,001–150,000 ☐ Above 150,000 ☐ Prefer not to say
- D6. Wilaya of residence: [Dropdown list of Wilayas]

Thank you very much for completing this questionnaire!

Your answers are extremely valuable for this academic research.

Appendix 04 : Questionnaire Arabic Version

عزيزي المشارك،

كجزء من رسالة الماستر الخاصة بي ، أقوم بإجراء البحث، مع دراسة حالة جومبو نودلي في السوق الجزائري.

ردودكم قيمة جداً وستساهم بشكل مباشر في المعرفة الأكاديمية في مجال التسويق والاتصال.

الاستبيان مجهول الهوية تماماً ولن يتم جمع أو تخزين أي بيانات شخصية تمكن من التعرف عليكم. المشاركة طوعية، ويمكنكم الانسحاب في أي وقت. سيتم التعامل مع جميع الردود بسرية تامة ولأغراض أكاديمية فقط.

شكراً جزيلاً لكم على وقتكم ومساهمتكم القيمة.

المقياس المستخدم في الأقسام 2 إلى 4

مقياس ليكرت من 7 نقاط

1 = أعارض بشدة 2 = أعارض 3 = أعارض إلى حد ما 4 = محايد 5 = أوافق إلى حد ما 6 = أوافق 7 = أوافق بشدة

القسم 1: التصفية

S1. هل سبق لك أن استهلكت **جومبو نودلي**(JUMBO Noodly)؟

☐ نعم ☐ لا *(إذا لا ، ينتهي الاستبيان)*

S2. هل أنت على دراية بتواصل **جومبو نودلي** على وسائل التواصل الاجتماعي (فيسبوك، إنستغرام، تيك توك، إلخ)؟

☐ نعم ☐ إلى حد ما ☐ لا

القسم 2: استراتيجيات التواصل من إنسان إلى إنسان (H2H)

يرجى تقييم مدى اتفاقك مع العبارات التالية حول تواصل **جومبو نودلي** على وسائل التواصل الاجتماعي:

2.1 التعاطف والتفاعل العاطفي

- 1EMP. يبدو أن تواصل جومبو نودلي يفهم حقاً ما يشعر به المستهلكون مثلي.
- 2EMP. العلامة تفهم تحديات الحياة اليومية للعائلات الجزائرية.
- 3EMP. طريقة تواصل جومبو نودلي تبدو صادقة وإنسانية.
- 4EMP. محتوى العلامة يثير مشاعر إيجابية لدي (فرح، حنين، دفء).
- 5EMP. تواصل العلامة يجعلني أشعر بأنني مميز كشخص.

2.2 جودة التخصيص

- 1PER. يبدو تواصل جومبو نودلي مناسباً لحياتي اليومية كمستهلك جزائري.
- 2PER. العلامة تبدو مصممة لأشخاص لهم أذواق وعادات مشابهة لي.
- 3PER. أشعر أن جومبو نودلي تتحدث إليّ كشخص وليس كمجرد زبون.

2.3 التفاعل الحواري

- 1DIA. ترد جومبو نودلي على التعليقات والأسئلة من المستهلكين.
- 2DIA. تدعو جومبو نودلي جمهورها لمشاركة الآراء أو التصويت.
- 3DIA. أشعر أن حواراً حقيقياً ثنائي الاتجاه ممكن بين جومبو نودلي ومستهلكيها.
- 4DIA. العلامة تستمع لما يقوله العملاء وترد عليه.

2.4 الأصالة والشفافية

- 1AUT. تشارك جومبو نودلي معلومات واضحة وصادقة عن منتجاتها.
- 2AUT. أفعال العلامة تتوافق مع ما تقوله في منشوراتها.
- 3AUT. العلامة شفافة بخصوص مكونات منتجاتها.
- 4AUT. تتحمل جومبو نودلي المسؤولية عندما يثير المستهلكين مخاوف.
- 5AUT. لا تحاول العلامة إخفاء المعلومات عن المستهلكين.

2.5 المشاركة في الإبداع المشترك (Co-Creation)

- 1COC. تشارك جومبو نودلي المستهلكين في توليد أفكار (نكهات جديدة، إصدارات خاصة).
- 2COC. تستخدم العلامة صور أو قصص المستهلكين في محتواها.
- 3COC. تستمع جومبو نودلي لتعليقات المستهلكين وتظهر ذلك في تواصلها اللاحق.

القسم 3: أصالة العلامة التجارية (14 بنداً)

3.1 الاستمرارية (Continuity)

- 1CON. جومبو نودلي علامة لها تاريخ.
- 2CON. هذه العلامة لها هوية متسقة.
- 3CON. حافظت هذه العلامة على قيمها عبر الزمن.
- 4CON. جومبو نودلي علامة تتجاوز الموضات.

3.2 المصداقية (Credibility)

- 1CRE. يمكنني الاعتماد على جودة ما تدعيه هذه العلامة.
- 2CRE. تحقق جومبو نودلي ما تعد به.
- 3CRE. هذه العلامة صادقة وموثوقة فيما تقوله.

3.3 النزاهة (Integrity)

- 1INT. جومبو نودلي علامة تعطي مقابل لمستهلكيها.
- 2INT. جومبو نودلي علامة تتمتع بمبادئ أخلاقية.
- 3INT. لن تخدع هذه العلامة المستهلكين من أجل الربح.
- 4INT. جومبو نودلي علامة تهتم بمستهلكيها.

3.4 الرمزية (Symbolism)

- 1SYM. استخدام هذه العلامة يساعدني في التعبير عن نفسي.
- 2SYM. تتناسب هذه العلامة مع أسلوب حياتي وهويتي.
- 3SYM. تربط جومبو نودلي الناس بما هو مهم حقاً بالنسبة لهم.

القسم 4: ثقة المستهلك (9 بنود)

4.1 الموثوقية

- 1REL. يمكنني الاعتماد على هذه العلامة لتحقيق توقعاتي.
- 2REL. هذه العلامة كفؤة وموثوقة.
- 3REL. جودة نودلي علامة متسقة.

4.2 النوايا الحسنة (Benevolence)

- 1BEN. ستكون جومبو نودلي صادقة ومخلصة في التعامل مع مخاوفي.
- 2BEN. تهتم هذه العلامة برضا المستهلكين حقاً.
- 3BEN. تبذل جومبو نودلي جهداً لإرضائي.

4.3 الشفافية التفاعلية

- 1TRA. جومبو نودلي واضحة ومنفتحة في تواصلها مع المستهلكين عبر الإنترنت.
- 2TRA. توفر العلامة المعلومات التي يحتاجها المستهلكون.
- 3TRA. العلامة منفتحة حول كيفية تعاملها مع تعليقات العملاء.

القسم5: المعلومات الديموغرافية

- 1D. الجنس: ☐ ذكر ☐ أنثى ☐ أفضل عدم الإفصاح
- 2D. الفئة العمرية: ☐ أقل من 18 ☐ 18–25 ☐ 26–35 ☐ 36–50 ☐ أكثر من 50
- 3D. أعلى مستوى تعليمي: ☐ ثانوي أو أقل ☐ تقني/بكالوريا+2 ☐ ليسانس ☐ ماستر ☐ دكتوراه
- 4D. الوضع المهني: ☐ طالب ☐ عاطل عن العمل ☐ موظف ☐ حر ☐ متقاعد
- 5D. الدخل الشهري للأسرة (د.ج): ☐ أقل من 30,000 ☐ 30,000–60,000 ☐ 60,001–100,000 ☐ 100,001–150,000 ☐ أكثر من 150,000 ☐ أفضل عدم الإفصاح
- 6D. الولاية: [قائمة منسدلة بالولايات]
-

شكراً جزيلاً لك على إكمال هذا الاستبيان!

إجاباتك مهمة جداً لهذا البحث الأكاديمي.

Appendix 05: Reliability Test; H2H Items SPSS Results

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EMP1	86.53	413.317	.779	.702	.962
EMP2	86.42	417.338	.708	.614	.963
EMP3	86.54	413.013	.800	.732	.962
EMP4	86.35	411.967	.767	.688	.962
EMP5	86.75	411.810	.734	.712	.962
PER1	86.89	410.349	.727	.681	.963
PER2	86.59	417.177	.698	.667	.963
PER3	86.93	408.746	.732	.728	.963
DIA1	86.71	416.591	.719	.645	.963
DIA2	86.34	413.660	.769	.669	.962
DIA4	86.54	417.500	.696	.600	.963
DIA3	86.46	415.290	.778	.709	.962
AUT1	86.84	415.782	.735	.706	.962
AUT2	86.70	413.304	.758	.741	.962

AUT3	86.77	415.546	.716	.721	.963
AUT4	86.88	418.328	.723	.724	.963
AUT5	86.88	413.578	.769	.771	.962
COC1	86.31	410.322	.745	.681	.962
COC2	86.24	416.303	.732	.674	.962
COC3	86.41	411.967	.804	.765	.962

Appendix 06: Reliability Test; Authenticity Items SPSS Results

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CON1	58.18	200.295	.674	.600	.952
CON2	57.76	200.053	.731	.705	.950
CON3	57.95	200.431	.731	.751	.950
CON4	57.98	198.783	.752	.680	.950
CRE1	58.16	199.730	.744	.655	.950
CRE2	58.12	198.465	.810	.777	.948
CRE3	58.10	198.405	.816	.745	.948
INT1	58.34	202.923	.678	.568	.951
INT2	58.22	196.832	.829	.745	.948
INT3	58.25	199.454	.785	.677	.949
INT4	58.14	198.308	.800	.726	.948
SYM1	58.68	197.745	.709	.704	.951
SYM2	58.58	197.614	.703	.704	.951
SYM3	58.37	197.510	.772	.673	.949

Appendix 07: Reliability Test; Trust Items SPSS Results

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
REL1	37.71	92.130	.777	.712	.958
REL2	37.44	92.064	.845	.777	.954
REL3	37.51	90.936	.800	.687	.957
BEN1	37.73	92.911	.828	.710	.955
BEN2	37.40	91.689	.865	.771	.953
BEN3	37.42	90.746	.862	.773	.953
TRA1	37.43	91.707	.830	.788	.955
TRA2	37.41	91.993	.829	.729	.955

TRA3	37.47	90.619	.865	.815	.953

Appendix 08: Correlations Table SPSS Results

Correlations

		H2H_Total	Authenticity_Total	Trust_Total
H2H_Total	Pearson Correlation	1	.836**	.838**
	Sig. (2-tailed)		.000	.000
	N	153	153	153
Authenticity_Total	Pearson Correlation	.836**	1	.852**
	Sig. (2-tailed)	.000		.000
	N	153	153	153
Trust_Total	Pearson Correlation	.838**	.852**	1
	Sig. (2-tailed)	.000	.000	
	N	153	153	153

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix 09: One-Sample Statistics SPSS Results

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
H2H_T	153	4.5582	1.07001	.08650
AUTH_T	153	4.477128	1.0832871	.0875786
TRU_T	153	4.687728	1.1936268	.0964990

Appendix 10: One-Sample T Test SPSS Results

One-Sample Test

	Test Value = 4					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
H2H_T	6.452	152	.000	.55817	.3873	.7291
AUTH_T	5.448	152	.000	.4771281	.304100	.650157
TRU_T	7.127	152	.000	.6877281	.497076	.878381

Appendix 11: Mediation PROCESS Macro SPSS Results

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 4
    Y  : TRU_T
    X  : H2H_T
    M  : AUTH_T

Sample
Size:  153

**************************************************************************
OUTCOME VARIABLE:
 AUTH_T

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .8362      .6992      .3553   351.0057     1.0000   151.0000
.0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .6183      .2115     2.9233      .0040      .2004     1.0363
H2H_T         .8466      .0452    18.7351      .0000      .7573      .9358

**************************************************************************
OUTCOME VARIABLE:
 TRU_T

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .8820      .7778      .3207   262.6004     2.0000   150.0000
.0000

Model
             coeff         se          t          p       LLCI       ULCI
constant      .0851      .2066      .4120      .6810     -.3231      .4933
H2H_T         .4672      .0783     5.9688      .0000      .3125      .6219
AUTH_T        .5524      .0773     7.1441      .0000      .3996      .7051


***************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .4672      .0783     5.9688      .0000      .3125      .6219

Indirect effect(s) of X on Y:
           Effect     BootSE   BootLLCI   BootULCI
AUTH_T      .4676      .0864      .2923      .6275

*********************** ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
```

```
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```