

***Berlin IMTC***

***AI Icons: The new frontier of branding with Virtual Influencers***

***16.-17.01.2026, Berlin***

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## **Abstract**

Human influencers are no longer the only ones endorsing brands and promoting products. With the rise of the digital landscape, Virtual influencers take on a new dimension of influencer marketing, attracting large audiences on social media. A popular AI-Icon, Lil Miquela, has endorsed numerous global brands. Her appearance blurs the lines between reality and virtuality, making her almost indistinguishable from a real human being. In recent years, leveraging influencers to endorse brands and increase brand awareness has turned out to be a successful marketing strategy. However, with the rise of virtual influencers, their impact on brand image is largely unexplored. This study addresses the knowledge gap of how Virtual influencers (VI) impact brand image through an exploratory case study of Samsung's "Do What You Can't" campaign. Relevant literature on virtual influencer characteristics, with a close focus on authenticity and credibility, and Samsung's brand image dimensions has been reviewed. This study expands upon a Virtual influencer characteristics model innovatively integrating brand image dimensions. Based on the findings, a model is proposed to illustrate how Lil Miquela influences brand image dimensions, which can be applied to other brands. Results carry strong implications that Lil Miquela influenced Samsung's brand personality, brand association, and competence and benefit. However, concerns about authenticity and credibility remain, suggesting the need for future research.

## **Research gap**

The dawn of the new era of Influencer marketing triggers numerous open questions how VI impact brand image. The research at hand follows Um's (2023, p. 11) call: "research could examine how the use of virtual influencers affects the image of the brands they represent". To close this research gap, Um's (2023) model serves as a 'guiding initial model' for the present research. To narrow down the research scope and to pursue an applied qualitative research approach, Samsung was selected as a use case due to its collaboration with a popular Virtual Influencer - Lil Miquela - providing a solid foundation for examining the impact of brand image.

## **Literature review**

With the rise of VI many questions pertaining authenticity and credibility have been raised by researchers (Yu et al., 2023). Questions circle around why consumers adopt VI if they are theoretically perceived as less authentic because VI cannot see, touch, or test a product, raising doubt on the genuineness of its promotion, compared to their human counterparts (Conti et al., 2022; Kádeková & Holienčinová, 2018; Si, 2024). A closer examination was conducted on how Lil Miquela constructs and conveys authenticity. Factors such as anthropomorphism (Mertens & Goetghebuer, 2024), perceived human likeness (Um, 2023) were closely examined because it is especially important in the VI landscape because it sheds light towards the understanding of how consumers perceive and interact with VIs.

From a marketing perspective, engaging consumers' five senses is vital for creating memorable experiences, influencing behavior, and generating competitive advantage. While social media influencer advertising limits direct sensory engagement, influencers can compensate by conveying sensory evaluations and product-related information. For VIs, however, effectiveness depends on being perceived as having relevant sensory capabilities Ozdemir et al. (2025) with study from Shen (2024) noting that a lack of realistic expressions and movement can undermine authenticity and consumer experience.

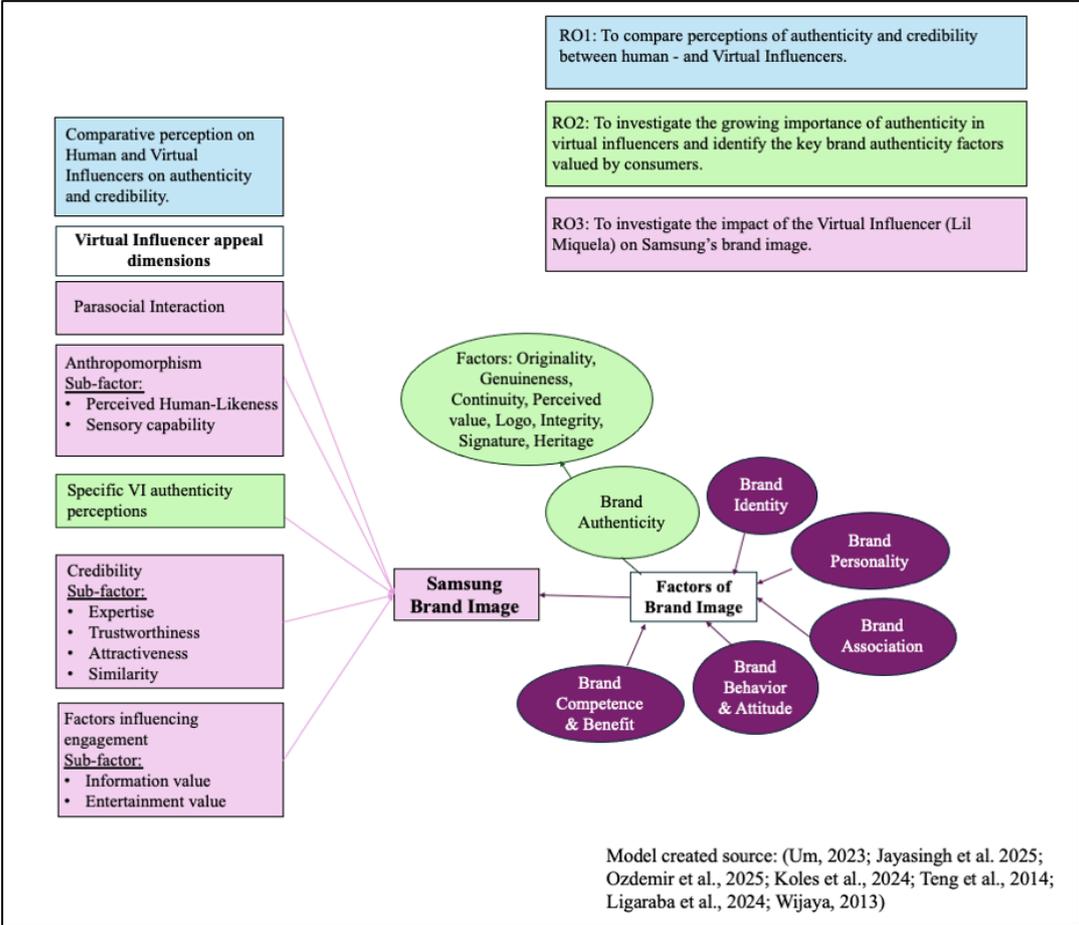
Furthermore, a general understanding of credibility (Yu et al., 2023) in influencer was established and factors influencing engagement including information – and entertainment value (Jayasingh et al., 2025) were closely examined.

To assess the influence of Lil Miquela on brand image, the definition of brand image was adapted from Keller (2013). Over the years, brand authenticity has gained importance due to rising global competition, increased consumer scepticism, resulting in higher demand for meaningful brand relationships. Södergren (2021) emphasized that brand authenticity is regarded to staying true to the company's values, remaining consistent with its identity, and supporting consumers in expressing their true selves.

Brand authenticity was measured by Ligaraba et al. (2024) through the dimensions shown in the appendix (figure 2). This factor was included to Wijaya's (2013) model of brand image dimensions (figure 3) - encompassing brand competence and benefit, brand identity, brand personality, brand association, and brand behavior and attitude. The definitions of the respective

dimensions can be found in the appendix and its application to Samsung’s brand image (table 2).

*Figure 1. Initial Conceptualization*



The initial conceptual framework presents a synthesized model and highlights key dimensions aimed at addressing the research gap raised by Um (2023), “first, research could examine how the use of virtual influencers affects the image of the brands they represent” (p. 11).

Three research objectives have been established based on the literature review which aim to close the gap. RO1 (highlighted in blue) is divided into two research questions and aims to compare perceptions of authenticity and credibility between human - and Virtual influencers. Additionally, building on recent contributions that deepen the understanding of VI authenticity perceptions, and because there exist contradictory statements in current research. This study also aims to clarify how Virtual influencers are perceived in product advertising, with a particular focus on sensory capability (part VI characteristics) contributes to perceived authenticity (part of RO1).

Furthermore, given the growing importance of authenticity, particularly as it extends to brands, brand authenticity is examined in greater detail in (R02).

The goal is to explore how VI appeal dimensions (characteristics) affects brand image (RO3).

## **Method**

A research table interlinking the research objectives, research questions, interview questions and the respective inspiring sources is referred to in table 2 in the appendix.

## **Research approach, design, and data collection**

This study adopts a descriptive research design combined with an exploratory approach and employs a case study method. By applying a case study method, this study aims to gather information about “how” and “why” to gain insights into participants in-depth perceptions (Koskey, 2016). This is confirmed by Plumeyer (2019), conducting in-depth interviews offers the flexibility to gather detailed insights into consumers’ individual brand associations, including their attitudes, motivations, and opinions

To gather relevant data, the sample included Generation Z consumers as well as the professional perspective of a virtual influencer researcher and professor of advertising and communication (Respondent 9). The professional perspective enhanced the validity of the conceptual findings by providing a strategic viewpoint.

Purposive sampling, a form of non-probability sampling, was employed. Since VIs have gained significant popularity on Instagram, being an active Instagram user was set as a prerequisite for participation. As the topic is related to brand image, a basic understanding of branding concepts is important as well.

As pictures and videos of VI are shared on Instagram, the photo elicitation technique (PEI) is highly suitable. “PEI methodology, alone or supplementing qualitative methodologies, can be used with almost any topic and produce rich data“ (Clark-Ibáñez, 2004, p.1524).

Using pictures in interviews can provide several key benefits as highlighted by Folkestad (2000). For example, the use of photos offers a concrete starting point for conversations, helping them to focus on specific contexts. Additionally, photographs provide visual cues and

offer an additional ‘platform’ from which thoughts can be easily shared that help the interviewer better understand the participant’s language.

To obtain deeper insights from the participants, this study adopts a qualitative approach using semi-structured interviews. A couple of interviews extended beyond 60 minutes, a duration commonly associated with, and indicative of, nearly in-depth interviews. Data saturation appeared to be reached after nine interviews, as additional data collection no longer produced new themes or perspectives.

### **Pretest**

To ensure the interview questions are properly understood and the right meaning is conveyed, conducting a pretest is highly important (Bowden et al., 2002). The interview questions resulted from the research objectives and research questions. Since the sample included both English and German-speaking participants, the questions were translated into German, and both were tested accordingly. The results of the pre-test indicated that it is highly important to show Lil Miquela’s Instagram page before the interview, as this helps participants form a clearer first impression of her. This is necessary because there are questions related to sensory capability and characteristics. Another finding of the pre-test showed that it is important to work more with visual representations to make the questions more understandable to the interviewee. As a result, the participants were given a description of the influencer characteristics and Samsung’s brand image dimensions. The visual material played a key role in establishing a better mental connection for the interviewee. The appendix shows a visual representation of the material used in the interview (figure 5)..

### **Data analysis procedure**

To analyse the data, the author applied Mayring’s (2020) systematic qualitative content analysis approach for developing and refining categories. In addition, the software MAXQDA was used to support the analysis through both deductive and inductive coding, as illustrated in the appendix (Table 5).

In summary, this organized method enabled a clearer and more detailed analysis of the themes, which contributes to a more thorough and transparent presentation of the results. Direct quotes from the respondents are included in the findings presentation to support the authenticity of the results and ensure accuracy.

To explain the study procedure, the author began by introducing the research field and stating the aim. Followed by showing Lil Miquela's Instagram page, Liquid I.V. product advertising, and lastly Samsung's "Do What You Can't" campaign.

## **Findings**

Anchor quotes from study participants to support the findings can be seen in the category table 5. The findings of RO1 and RO2 are summarized in figure 3 in the appendix.

From important influencer appeal dimension characteristics, encompassing parasocial interaction, authenticity, credibility, entertaining content, information value, two characteristics - authenticity (R2, R4, R7, R8, R9, R10, R11) and credibility (R1, R2, R3, R5, R8) were regarded as highly important in human influencers by study participants. Examples of the importance of authenticity include: *"Don't be fake. For example, when an influencer has a pimple on her face and shows herself anyway, that's reliable for me"* (R7). R9 shared a similar perspective, emphasizing it is important that *"they kind of show me their true personalities"*. When it comes to credibility in human influencer, respondents associate credibility with the product/influencer fit *"What the influencer is promoting should suit them. For example, a non-athletic person can't promote a sports product"* (R2).

Inductive findings have shown that there exists a general perceived authenticity gap of virtual influencers compared to human influencers resulted in two factors including transparency (R1, R2, R3, R4, R5, R7, R9, R10, R11) and technological persuasion (R1, R2, R5, R6, R8, R10, R11). Transparency factors were regarded as *"Whenever I look at a virtual influencer, the first thing I ask myself is who designed them?"* (R7), *"It is important to show the face behind Lil Miquela"* (R5). Respondent 5 further noted: *"I'm already cautious with the real influencers. That's why I'm even more cautious with Virtual influencers"*.

When it comes to technological persuasion, more than half of the sample expressed a common view that Lil Miquela's appearance fails to look convincingly real. To describe, participants notice her overly perfectly looking symmetrical face, a flawless skin with no pimples on it, also the gap between the teeth makes the character appear too artificial and reduces authenticity and trustworthiness. *"Because in the pictures you showed me, the emotions are all exaggerated, and*

*you know that everything is programmed and not done at their own discretion. That makes Miquela completely unbelievable to me” (R1).*

Emphasizing the fact that a certain degree of distrust regarding genuine product recommendation - a result of Lil Miquela’s artificial nature (R1, R2, R4, R6, R7, R9) exists which is reinforced through Lil Miquela’s flawless appearance. For example, *“unfortunately, it doesn't look trustworthy at all. Again, this symmetry and this rigidity, this the eyes are not so realistic, so that's also quite strange somehow” (R11).* Some participants pointed towards distrust in Lil Miquela’s follower range (R1, R2). For example, *“I find it crazy that AI profiles are basically commenting on AI profiles. They only have 900 followers, which are probably all bought. And then you see 2.4 million followers, but you can't see how many likes she has or how many comments there are under a post in general. That's why it's very possible that many followers have been bought and that more are constantly being bought to boost her image, to make her look like an influential person” (R1).*

In terms of sensory capability, (R3, R4, R5, R8) emphasized that Lil Miquela had an engaging appearance, high form of realism, expressive gestures, and voice which contributed positively to the perception of the ad and even influenced the purchase intention of (R5, R8). *“It's real. Definitely. Um, what's the word for when you already want to buy something?” (R5).* *“I would buy the product. She made it interesting. The comments were also positive“ (R8).* *„Yeah, the advertising to me is really attractive. Because the way she appeared, the dressing, and what she said. And there are signs to back this. And I'll say okay. If in this particular case I might, it might influence me to buy it“ (R4).*

More than half of the study participants (R1, R2, R4, R6, R7, R9) questioned the authenticity of a Virtual Influencer promoting a product ultimately impacting believability. For example, *„no, because she can't possibly know. I mean, the people who programmed her in the background, maybe? But then why not use a person who really knows?” (R2).* Similarity, *“I would be less inclined to believe her. Simply, because she can't smell, taste, see it” (R6).*

Others emphasized that product-endorsement fit plays a crucial role in the acceptance of VI marketing and authenticity (R2, R6, R9).

RO2 explored factors that make a brand feel authentic to them. Brand authenticity factors resulted in alignment with Ligaraba et al. (2024) with two new categories Word-of-Mouth (R8) “*If a friend told me that the ones from Hummels are really cool, then I would check out the price to see if they are cheaper*” (R8) and authenticity of brand/influencer fit (R6, R10). In more detail, according to R6’s perspective, there is a certain degree about misaligned brand/influencer partnerships where an influencer’s image can damage the brand’s identity. “*I would say, if an influencer has a slightly worse reputation or represents things that not everyone is happy with. I think it's important for brand identity*” (R6). Similarly, R10 pointed out that “*there is a lack of targeted communication between the communication channels. One says that, the other that, who should you trust*”.

A brand’s heritage (R1, R2, R4, R7, R8, R9), genuineness (R3, R5, R8, R9, R7), and logo (R1, R4, R6, R8) resulted of strong importance, followed by originality (R3) and integrity (R9).

Brand heritage was among the most-valued factors (R1, R2, R4, R7, R8, R9) reflected in comments such as the company’s clear vision communication “*the vision. The visionary who brought it to life*“ (R7), “*I'll say their mission and vision. What were they?*” (R4), “*If I take Apple for example. Steve Jobs was a personality who stood for the brand*” (R2). In the vein, staying true to their values: “*The value that builds on heritage and through consistency*“ (R4). Not to mention that being in the market for a long time has implications on the authenticity: “*So it's important that it's been on the market for a while and isn't completely new*“ (R8).

Brand genuineness was reflected in values such as being down to earth and open (R3) and telling the truth (R5, R8, R9, R7). Interestingly, R6 highlighted that some brands engage with social issues, such as Pride Month, by temporarily chaining their logos to signal support. “*During Pride Month, which is in June, everything is rainbow-coloured. Every company gets behind it, and then the rest of the year, you don't see anything of it. That's a bit like greenwashing. Sure, some brands are behind it. A little bit. But mainly big brands like, I don't know. Apple, for example. They put rainbow colours on their Apple devices or something, but not the rest of the year*“ (R6). This comment indicates that this behaviour appears superficial, as the brand stops addressing the issue once the event is over. As a result, R6 questions brand genuineness on really supporting societal issues.

When it comes to logo, R4 highlighted the visual identity in forming brand expectations *“you see a logo that has a fairy in it. We all know that fairy is like, give surprises, make magic, make dreams come true. So you're expecting a feel of satisfaction from that brand. You're expecting a feel of, oh, I'm going to be excited”*. On top of that, a brand’s logo was found to be a decisive factor: *“you associate brands directly with their logo. So I would say that the logo is the decisive factor”* (R1).

When discussing brand originality, R3 noted that in a landscape where social media and digital content provide endless avenues for product promotion, *“being different or having some unique characteristics is what people like to go for. So originality is definitely a factor of brand authenticity.”*

One respondent, R9 underscores the importance of company culture a part of brand integrity: *“The culture is a very broad concept and it actually capture a lot of the factors. The company, the employees, the CEO. And that I think that's important for a brand to show their authenticity“*.

The results of this research carry strong implications for how Lil Miquela impacts brand image within the evolving landscape of VI marketing (RO3) figure 4 shown in the appendix.

Overall, the prominent Virtual influencer was found to have a notable impact on Samsung’s brand personality (R1, R3, R4, R6, R7, R8, R9, R10), brand association (R2, R3, R4, R7, R10), and brand behaviour & attitude (R2, R4, R3, R6, R7).

### Brand personality

The majority, R1, R3, R4, R6, R7, R8, R9, R10 perceived Lil Miquela as enhancing Samsung’s brand personality, particularly in reinforcing its positioning as innovative, intelligent, successful, and modern character. *“Miquela definitely supports the modern character that Samsung wants to embody, and with that, the innovative value“* (R6). *“In terms of characteristics, definitely future-oriented and modern”* (R3). *“I would say it's entertaining and it is attractive because she embodied, like a superstar, someone in the spotlight using the galaxy”* (R4).

### Brand association

Most of the respondents, associate the advertisement with Samsung's portrayal of a modern lifestyle and a company at the forefront of technology, emphasizing the use of Lil Miquela as a connotation of innovation in influencer marketing.

Highlighted in statements such as *"so this shows that what Samsung is talking about, cutting edge technology resonates with Miquela. Miquela is one of those technologies that are at the peak of its time"* (R4). R2, R7, R10 specifically interpreted the advertisement as Samsung introducing a new lifestyle: *"Samsung reflects a modern lifestyle. Because, Virtual influencers are very, very modern and very up to date"* (R2). *"They introduced a new lifestyle. Samsung was looking for new ways to represent themselves"* (R7), *"they're adapting to the new lifestyle, they want to be at the forefront of everything"* (R10).

Others pointed towards *"innovation with the fact that they chose to use a virtual influencer. That's something that I haven't seen before"* (R3). *"I think that Lil Miquela reflects Samsung's values such as cutting-edge technology, modern character, and innovation"* (R2).

### Brand behaviour & attitude

R2 and R4 point towards Samsung's pioneering spirit *"I think virtual influencers are on the rise, and they were one of the first or pioneers in this field"* (R2). *"She really fits that statement and she really fits in that campaign"* (R4). Others, R3, R7 raise attention to the aspirational messaging. Examples highlight: *"I like the slogan. Do what you can't. I find it really inspiring"* (R3), *"they did have an aspirational tone to it, and especially being motivational and saying that do what you can't, whatever you think that you can't do"* (R7). On top of this, R6 highlighted that Lil Miquela's leverages Samsung's commitment to the next generation of technology: *"This ad embodies this future-orientation and digital vibe"* (R6).

### Brand competence & benefit

The respondents perceive that by collaborating with a Virtual Influencer, Samsung positions itself at the forefront of emerging trends, reinforcing its competence in technology (R2, R3, R4, R6, R7, R11). This is reflected in comments such as: *"I would say intelligent, competent, and successful, because as I said, the connection. And successful, what she way saying. But now looking at what she has been able to accomplish, I think that portray or showcase the idea that people would have about Samsung"* (R3).

In summarizing the core findings, she strengthens Samsung's brand image by reinforcing its position as a technological leader, supporting its aspirational messaging, and aligning the brand with contemporary trends and a forward-looking mindset, thereby reflecting Samsung's efforts to adapt to emerging practices such as VI marketing.

## **Discussion**

The findings confirm that authenticity and credibility are crucial for both human and virtual influencers, supporting prior research by Gushchin (2025) and Um (2023). While respondents agreed with earlier research (Um, 2023; Elyamany et al., 2025) that human-like traits enhance authenticity, skepticism remained due to Lil Miquela's artificial nature, lack of transparency, and flawless digital appearance—contradicting studies that viewed her aesthetics as positive (Elyamany et al., 2025; Seymour et al., 2020).

Credibility was also questioned, as VIs cannot genuinely test products, echoing Yu et al. (2023). Although Lil Miquela's endorsement of Liquid I.V. received some positive responses in line with Ozdemir et al. (2025) and Zhou et al. (2024), many highlighted her limited expressiveness, consistent with Shen (2024).

The findings of RO2 align with Ligarba et. al (2024) definitions. With two new inductive findings (WOM and authenticity of brand/influencer fit) it emphasizes the importance for brands to remain consistent in their communication across all channels, including influencer collaborations, as these directly affect brand authenticity in the evolving landscape of virtual influencer marketing.

The results show that Lil Miquela reinforces Samsung's brand personality as innovative, intelligent, and modern, aligning with Letukyte and Urbonavicius (2022) and Aaker's (1997) brand personality dimensions, particularly the competence dimension. Samsung's campaign messaging "Do What You Can't" was perceived as aspirational and innovative, confirming Samsung (2025) and supporting Conti et al. (2022), who observed that VI collaborations strengthen perceptions of technological sophistication among younger consumers.

## **Conclusion**

This study aimed to close the gap of Um (2023), who suggested that "research could examine how the use of virtual influencers affects the image of the brands they represent" (p. 11). The findings demonstrate that Lil Miquela positively influences Samsung's brand personality, brand association, and brand behavior and attitude.

Beyond brand image, the study contributes to understanding how virtual influencers are perceived in terms of authenticity and credibility compared to human influencers. While her human-like qualities offer some sense of authenticity, significant challenges remain, particularly regarding transparency, technological persuasion, and consumer skepticism toward the artificial nature of Virtual influencers.

Furthermore, the research highlights the central role of brand authenticity—driven by heritage, logo, and genuineness—in shaping consumer perceptions.

## **Limitations and further research**

The findings on how a VI impacts brand image are specifically tied to the Samsung brand. This opens the opportunity for future researchers to apply the model to other VIs brand endorsements. Third, since the study focused on high-form of realism VI, future research could use this work as a foundation for comparing the impact of both, high-/low- form of realism. The author observed that some participants held a negative perception toward the development of Virtual influencers. Future researcher could benefit from differentiating the sample based on participants' attitudes towards VI by comparing individuals with a positive/negative attitude. In similar vein, since study participants showed mainly low familiarity of VIs, it would be interesting to compare the research with high VI-familiarity.

## **Managerial implications**

Findings of the literature showed that brands increasingly favour VI. The final model (1) outlines important VI characteristics which can be used as a guideline for implementation in VI.

In terms of brand authenticity, the study revealed interesting insights for companies leveraging influencers in their marketing strategies, especially about maintaining authenticity in influencer/ brand fit.

Since Lil Miquela was found to have a notable impact on Samsung's brand -personality, - association, - and behaviour & attitude, it becomes a strategic priority for marketing managers to select VIs whose identity align close with the brand's core image dimensions and market positioning.

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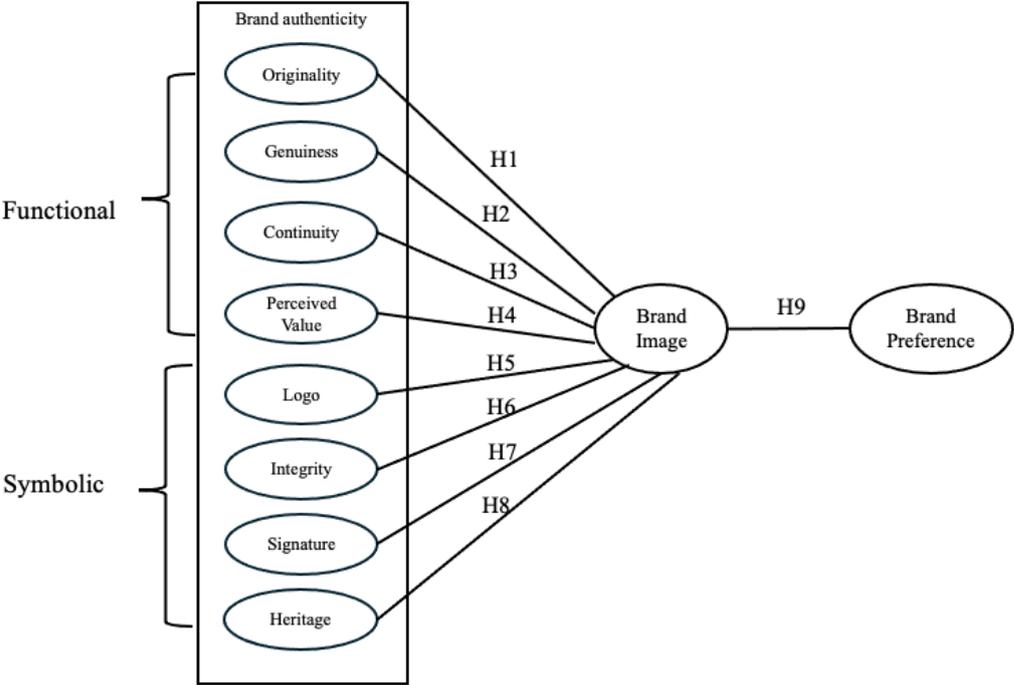
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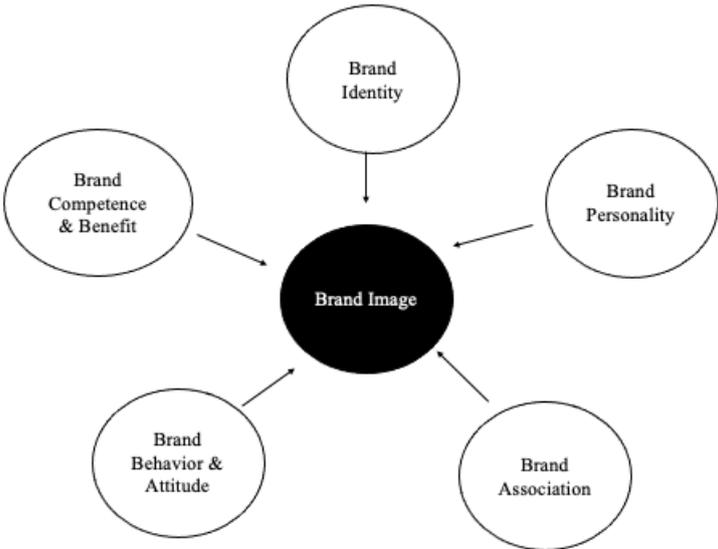
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**Appendix**



*Figure 1. Conceptual Model (Ligaraba et al., 2024)*



*Figure 2. Dimensions of Brand Image adapted from Wijaya (2013)*

Table 1. Six elements of Brand Image: An Overview

Factors of Brand Image	Author and year of study	Definition
<b>Brand Identity</b>	Wijaya (2013); Ward et al., (2020)	<ul style="list-style-type: none"> <li>• Brand identity involves physical or tangible elements that identify products or services.</li> <li>• These elements help consumers easily identify and differentiate the brand from others.               <ul style="list-style-type: none"> <li>○ Key aspects include logo, colors, sounds, smells, packaging, location, corporate identities, slogan, and others</li> </ul> </li> </ul>
<b>Brand personality</b>	Wijaya (2013)  Letukyte and Urbonavicius, (2022)  Aaker (1997)	<ul style="list-style-type: none"> <li>• Brand personality refers to the set of human traits and characteristics associated with a brand. It helps consumers distinguish one brand from others.</li> <li>• Through anthropomorphism and related strategies such as personification and user imagery, brand personality becomes a powerful dimension, as consumers tend to imbue brands with human personality traits.</li> <li>• According to Aaker (1997), “Big five” brand personality dimensions:               <ul style="list-style-type: none"> <li>○ Sincerity: Down-to-earth, honest, cheerful</li> <li>○ Excitement: Daring, imaginative, up-to-date</li> <li>○ Competence: Reliable, intelligent, successful</li> <li>○ Sophistication: Charming, upper class</li> <li>○ Ruggedness: Tough, outdoor</li> </ul> </li> </ul> <p>It is worth noting that Kakitek (2018) adopts Aaker’s (1995) big five personality traits definition in her research. Additionally, Pütter (2017) refers to Aaker’s brand personality dimension in his study.</p>

<b>Brand Association</b>	Wijaya (2013)	<ul style="list-style-type: none"> <li>• Brand association refers to specific ideas, traits, or images that people consistently connect with a brand. <ul style="list-style-type: none"> <li>○ These associations can arise from public figures, symbols and meanings that are powerfully linked to the brand <ul style="list-style-type: none"> <li>▪ Coca-Cola = Joy</li> <li>▪ Samsung = high technology</li> </ul> </li> </ul> </li> </ul>
<b>Brand Behaviour &amp; Attitude</b>	Wijaya (2013)	<ul style="list-style-type: none"> <li>• Brand behaviour and attitude refer to how a brand communicates and engages with consumers to convey its values and deliver promised benefits. For example, through tone of voice, messaging, and overall communication style.</li> <li>• The goal is to deliver the benefits and values that the brand represents.</li> </ul>
<b>Brand Competence &amp; Benefit</b>	Wijaya (2013)	<ul style="list-style-type: none"> <li>• Brand competence and benefit refer to the value and advantages a brand provides in solving consumer problems.</li> <li>• These offerings help fulfill consumer needs, desires, dreams, and aspirations.</li> <li>• They reflect the brand’s distinctive competencies—what it does especially well. <ul style="list-style-type: none"> <li>○ Types of value and benefit include: <ul style="list-style-type: none"> <li>▪ Functional value – Practical usefulness or performance</li> <li>▪ Emotional value – Feelings or emotional satisfaction</li> <li>▪ Symbolic or social value – Personal identity, social status, or group belonging</li> </ul> </li> </ul> </li> </ul>

<p><b>Brand Authenticity</b></p>	<p>Ligaraba et al., (2024)</p>	<p>Functional:</p> <ul style="list-style-type: none"> <li>• Originality: Is a key aspect of brand authenticity, helping brands stand out through clear values, trust, and differentiation</li> <li>• Genuineness: Reflected in honest behaviour</li> <li>• Continuity: Being consistent in brand communication and visual identity, undermining continuity, congruity, and uniqueness</li> <li>• Perceived value: Aligns close with the core value and organizational value</li> </ul> <p>Symbolic:</p> <ul style="list-style-type: none"> <li>• Logo: Is the first aspect that appears in consumers mind when thinking about a brand and creates an impression in the consumers mind.</li> <li>• Integrity: Reflected through authenticity and transparency. Honesty supports a brand’s unique selling proposition.</li> <li>• Signature: Serves as a strategic tool to shape brand image and performance.</li> <li>• Heritage: Building and keeping strong connections with customers through the brand’s history and long-term values.</li> </ul>
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Table 2. Six key elements of Samsung's Brand Image: An Overview

Factors of Brand Image	<p style="text-align: center;"><b>Samsung's Brand Image</b></p> <p style="text-align: center;"><b>SAMSUNG</b></p>
<b>Brand Identity</b>	<ul style="list-style-type: none"> <li>• Logo: As stated on their Website, Samsung's design reflects attention to detail underscores Samsung's commitment to excellence and creating human-centered brand experiences (Samsung, 2025).</li> <li>• Logo colour: „blue has been the iconic color of Samsung since 1993. It represents the values of technology and innovation; It is the North Star that defines our identity. Blue is used throughout Samsung's products and communications to build an unwavering trust with our consumers“ (Samsung, 2025).</li> <li>• “Entering the digital age, we continued to make competitive products through constant innovation and cutting-edge technologies” (Samsung, 2025).</li> </ul>
<b>Brand Personality</b>	<ul style="list-style-type: none"> <li>• Samsung's brand personality traits: <ul style="list-style-type: none"> <li>○ Competence: Reliable, intelligent, successful (Letukyte &amp; Urbonavicius, 2022).</li> </ul> </li> <li>• As Samsung is collaborating with VI and celebrities, together with its futuristic product designs (foldable phones) the company embodies forward-thinking futuristic and modern character.</li> </ul>
<b>Brand Association</b>	<ul style="list-style-type: none"> <li>• Modern lifestyle.</li> <li>• Cutting-edge technology.</li> </ul>
<b>Brand Behaviour &amp; Attitude</b>	<ul style="list-style-type: none"> <li>• Samsung communicates with consumers through a confident and aspirational tone, emphasizing innovation, empowerment,</li> </ul>

	and the idea of breaking boundaries (“Do What You Can’t” Campaign).
<b>Brand Competence &amp; Benefit</b>	<ul style="list-style-type: none"> <li>• Samsung emphasizes brand personality trait ‘competence’ and is considered as more a rational brand (Letukyte &amp; Urbonavicius, 2022).</li> <li>• Through its broad product portfolio, Samsung’s competence lies in its technological expertise and constant innovations featuring cutting-edge technology.</li> <li>• Samsung’s types of value and benefit include: <ul style="list-style-type: none"> <li>○ Functional value: High-performance devices.</li> <li>○ Emotional value: Aesthetic design and aspirational messaging.</li> <li>○ Symbolic value: Helping users express a modern, tech-savvy identity.</li> </ul> </li> </ul>
<b>Brand Authenticity</b>	<p>Functional:</p> <ul style="list-style-type: none"> <li>• Originality: Five key values include people, excellence, change, integrity, and co-prosperity (Samsung, 2025).</li> <li>• „We are the relentless pioneer. We pave the way: Because we see obstacles as opportunities. Because we're not afraid of the new or the unknown. Because we imagine and create technology that blaze a new trail, enabling people to do what they can’t“ (Samsung, 2025).</li> <li>• Genuineness and continuity: “The way we express ourselves says a lot about who we are. So, we always find ways to show up as ourselves in our writings and designs being bold, genuine, contemporary, and playful” (Samsung, 2025).</li> </ul> <p>Symbolic:</p> <ul style="list-style-type: none"> <li>• Logo and blue color symbolic core elements that visually represent the brand.</li> </ul>

	<ul style="list-style-type: none"><li>• Integrity: “Operating in an ethical way is the foundation of our business. Everything we do is guided by a moral compass that ensures fairness, respect for all stakeholders and complete transparency” (Samsung, 2025).</li><li>• Heritage: Five years ago, Samsung celebrated its 50th anniversary. “With the success of its electronics business, Samsung has been recognized globally as an industry leader in technology and now ranked as a top 10 global brand” (Samsung, 2025). The company further states on their website that it “ranked Top 5 global brand for fifth consecutive year with a brand value of \$100.8 billion”.</li></ul>
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Table 3. Research table: (Own illustration)

Research Objectives	Research Questions	Interview Questions	Sources
<p>RO1. To compare perceptions of authenticity and credibility between human - and Virtual influencers.</p>	<p>To find out if characteristics like authenticity and credibility are important in both, human and virtual influencers.</p>	<ol style="list-style-type: none"> <li>1. Which characteristics are most important in human influencers to you? (e.g. parasocial interaction, authenticity, credibility, entertaining content, information value)?</li> <li>2. Which Virtual Influencer characteristics are most important to you? (Since VI take on a new dimension, are there any characteristics/factors that is important to you which are not mentioned in the model?)</li> <li>3. Lil Miquela is designed to look and act like a human influencer. Do you think she seems more authentic and credible because of her human-like appearance and human-like facial expressions? (Do you take any other factor into consideration when it comes to authenticity and credibility?)</li> </ol>	<p>Um (2023); Koles et al., (2024); Ozdemir et al., (2025); Teng et al., (2014); Jayasingh et al., (2025)</p>
	<p>How does anthropomorphism (human-like traits and sensory capability), affect the authenticity of</p>	<ol style="list-style-type: none"> <li>4. Virtual Influencer lack the ability to physically test products. Do you think Lil Miquela can still persuade you if she communicates human senses like touch or the smell/taste/experiences of a product in the advertising?</li> </ol>	<p>Seymour, et al., (2020); Goetghebuer (2024); Yu et al., (2023)</p> <p>Ozdemir, et al., (2025); Kádeková and Holienčinová , (2018); Conti et al.,</p>

	Virtual Influencers?		(2022); Si, (2024)
RO2: To investigate the growing importance of authenticity in virtual influencers and identify the key brand authenticity factors valued by consumers.	To find out how important authenticity (realness, truthfulness, and genuineness) in Virtual Influencer is.  Brand authenticity is regarded to originality, genuineness and continuity, perceived value, logo, integrity, heritage.	5. Does Lil Miquela come across as real, truthful, and genuine to you?  6. Based on the model that represents key influencer characteristics, which factors are most important of a Virtual Influencer to appear authentic to you?  7. Brand authenticity is linked to factors like originality, genuineness, consistency, value, logo, integrity, and heritage. Are these the kinds of factors you consider when deciding whether a brand feels authentic to you? Are there any other factors you pay attention to?	Koles et al., (2024)  Um (2023); Koles et al., (2024); Ozdemir et al, (2025); Teng et al., (2014); Jayasingh et al., (2025)  Ligaraba, et al., (2024)
RO3: To investigate the impact of the Virtual Influencer (Lil Miquela)	How do Virtual Influencer appeal dimensions including	8. The advertisement “#Do What You Can’t” features Lil Miquela. Which of the characteristics shown in the model do you think Lil Miquela represented, and how did that influence your view of Samsung’s brand image? (Follow up question: Does	Seymour et al., (2020); Ozdemir et al., (2025); Koles et al., (2024);

<p>on Samsung's brand image.</p>	<p>parasocial interaction, authenticity, anthropomorphism (human likeness and sensory capability), credibility, entertainment - and information value affect Samsung's brand image dimension</p>	<p>Lil Miquela affect your perception on Samsung's brand image compared to how you viewed Samsung before?</p> <p>9. Which Virtual Influencer characteristics affect most brand Authenticity, Brand Identity, Brand Personality, Brand Association, Brand Behaviour &amp; Attitude, and Brand Competence &amp; Benefit?</p>	<p>Jayasingh et al., (2025); Teng et al., (2014)</p> <p>Letukyte and Urbonavicius, (2022); Samsung, (2025); Ligaraba et al., (2024); Wijaya, (2013); Aaker (1997)</p>
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Table 4. Respondents Overview

<b>Respondent</b>	<b>Age</b>	<b>Occupation</b>	<b>Interview Length (Minutes)</b>	<b>Familiarity with Virtual influencers (Low / Medium / High)</b>	<b>Date</b>
R1	25, male	Bachelor student, working in the recruiting industry	60:05	Low	July 8
R2	27, female	Sales professional	59:24	Low	July 8
R3	24, female	Master student	66:31	Medium	July 9
R4	25, female	Master student	56:14	Low	Jul 13
R5	20, female	Professional Education	59:36	Low	Jul 13
R6	24, female	Project manager	65:02	Low	July 15
R7	26, male	Master student	51:58	Low	July 16
R8	18, female	High school	40:58	Low	July 17
R9	47, female	Professor in advertising and Communication	30:54	High	July 17
R10	25, female	Logistics industry	51:25	Low	July 20
R11	26, male	Junior IT system administrator	42:18	Low-Medium	July 23

## Study findings

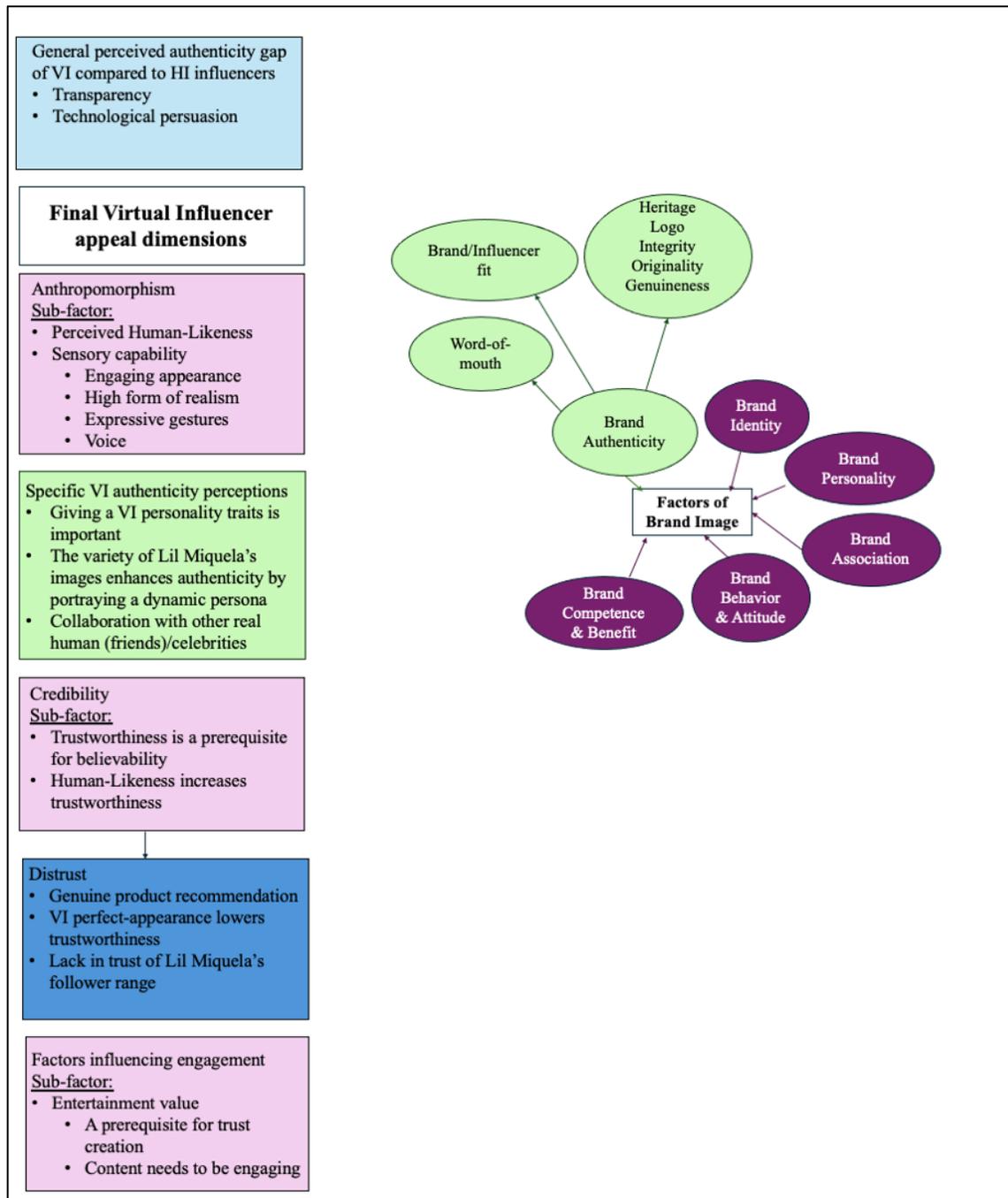


Figure 3. Final Model: General perceived authenticity gap, Virtual Influencer appeal dimensions, and Brand Authenticity



Figure 4. Final Model: Brand Image dimensions (based on Samsung case)

Table 5. Category table

<b>1. <u>Human Influencer characteristics</u></b>			
<b>Category</b>	<b>Definition</b>	<b>Anchor Example</b>	<b>Procedure</b>
<b>Credibility:</b>	The importance of influencer/product fit and reliable source of information	„What the influencer is promoting should suit them. For example, a non-athletic person can't promote a sports product. So there has to be absolute credibility“ (R2). „I need to see that when they test products, for example, it's not always a new product in every video. That lacks credibility because then they don't really know the products“ (R8). “ Meaning because I their their words are very powerful because, if if if an influencer comes and says gives a review about the product, I don't know the product. So what I'll do is I am trusting you” (R4).	Deductive
<b>Authenticity</b>	Text passages that relate to authenticity as being real, truthful, and genuine	„Openness, honesty, credibility“ (R2), “Authenticity is the most important, also reliability, simplicity, creativity” (R7). “When they kind of show me their true personalities“ (R9)	Deductive

## 2. Virtual Influencer characteristics

Category	Definition	Anchor Example	Procedure
<p><b>Anthro- pomorphism</b></p> <p>- <b>Perceived human- likeness</b></p>	<p>All text passages mentioning appearance, cognitive processes, and emotional expression.</p>	<p>„You can feel more of a connection with them when they speak human language or look human, or have this human presence” (R3).</p>	<p>Deductive</p>
<p><b>Anthro- pomorphism</b></p> <p>- <b>Sensory capability</b></p>	<p>Text passages that indicate Lil Miquela possesses relevant sensory capabilities (touch, taste, smell, sight, and hearing) and conveys them in the product advertising</p>	<p>„Yeah, advertising to me is, It's really attractive. Because the way she appeared, the the dressing, the what she said. And there are signs to back this. You know, the difference, the signs to back this. And I'll say okay. If in this particular case I might, it might influence me to buy it because probably if you are someone who, who doesn't like drinking water a lot. You're looking for an alternative to, to to to hydrate</p>	<p>Deductive</p>

<p><b>Inauthentic</b></p>	<p>All text passages that refer to statements, not related to VI are not being real, truthful, and genuine.</p>	<p>yourself more. But you are not aware that there's something like this“ (R4).</p> <p>“For me, she can't convey that authenticity. Again, because she's simply not a human being. And I came to the computer and programmed everything I wanted her to do, everything people want to see. I find it really difficult“ (R2).</p>	<p>Inductive</p>
<p><b>Technological persuasion</b></p>	<p>Text passages that indicate importance of high-quality visuals and an appealing voice, which contribute to the perceived authenticity</p>	<p>“For me, it's all too artificial, and I think that with the gap in her teeth, for example, they've tried something that isn't artificial or perfect. Because ultimately, when I look at her, she's absolutely perfect just the way she is. Which is something that many young people are led to believe. Nice and slim, no wrinkles, full lips. Yes, this perfect appearance. But that's not what we are as human beings“ (R2).</p>	<p>Inductive</p>
<p><b>Transparency</b></p>	<p>All text passages exoress the importance of transparency in disclosing the virtual nature of an influencer.</p>	<p>“I would actually say that I would trust a virtual character more if I knew it was a virtual character and behind it was a person who deliberately didn't show themselves because of some privacy decision. But the person behind it is still interesting to me in terms of character and therefore authentic“ (R11).</p>	<p>Inductive</p>

<p><b>Entertainment value</b></p>	<p>Text passages that describe how an influencer's content engages the viewer, driven by shared or mutual interests, or lifestyle alignment.</p>	<p>“My entertainment could be maybe, gym activities that I like doing. Maybe that's my hobby and that's what she does. That's part of her personality. So that attracted me to her. It could be something like fashion. I'm into fashion. And then all the push she does, she just wears trendy clothes that attract me to her. So entertainment is also quite, a factor“ (R4).</p>	<p>Deductive</p>
<p><b>Credibility:</b></p> <p>- <b>Trustworthiness</b></p>	<p>Text passages that indicate trustworthiness must be established to consider or engage with the promoted content.</p>	<p>“For me to want to actually be influenced by somebody, I have to trust what it is that they're they have to say. I have to believe them. I have to find them as a trustworthy source in the first place, to be able to actually want to, whether by what it is that they're by, they're like, talking about or whatever it is that they're promoting to engage with it. I would have to trust them“ (R3).</p>	<p>Deductive</p>
<p><b>Distrust</b></p>	<p>Text passages that indicate a lack of trust in product recommendation due to the artificial nature</p>	<p>“I am trusting what they are saying. So me knowing consciously that this person doesn't exist but is a created, animation could just mean that, oh, it's just false advertisement. Because he doesn't really use it. He doesn't really</p>	<p>Inductive</p>

	of Virtual Influencers	know how it feels like. So I will not trust, a virtual influencer“ (R4). „I would never take a product recommendation from a virtual influencer when it comes to my body” (R8).	
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### **1. Brand Authenticity**

<b>Category</b>	<b>Definition</b>	<b>Anchor Example</b>	<b>Procedure</b>
<b>Originality</b>	Text passages that refer to values, trust, and differentiation.	“The originality people obviously draw to things that are different. And I think people like to be different. Of course, it's cool to be able to do something that's trendy, but what people especially know, there are so many businesses, there are so many brands. There are so many things that you can buy. Being different or having some unique characteristic is what people like to go for. So originality is definitely, a factor of authenticity“ (R3)	Deductive
<b>Integrity</b>	Text passage that refers to authenticity and transparency in the code of conduct of a brand.	“The culture is a very broad concept and it actually capture a lot of the factors. The company, the employees, the CEO. And that I think that's important for a brand to show their authenticity“ (R9).	Deductive
<b>Genuiness</b>	Text passages that refer to honest	“I don't really care where they come from. I just want them to tell the truth, whether	Deductive

<p><b>Logo</b></p>	<p>behaviour of a company</p> <p>Text passages that refer to the brand's logo, which is the first aspect that appears in consumers mind when thinking about a brand.</p>	<p>they come from China or elsewhere. They shouldn't use child labour. They're trying to tackle that, which would be ideal" (R5).</p> <p>„Generally speaking, you associate brands directly with their logo. So I would say that the logo is the decisive factor. And when you recognise the logo, you also recognise the company behind it. That's where the background information comes in“ (R1).</p>	<p>Deductive</p>
<p><b>Heritage</b></p>	<p>Text passages that refer to brand heritage describe how a brand's history, origin, or long-standing values</p>	<p>“Maybe I'll say their mission and vision. What? they. What were they? They couldn't understand what the business the whole idea of this business is about. Is it just for, satisfaction? Is it just to satisfy and achieve sustainability as well in the future? Is it just to satisfy or. You know, something I, I would need to understand, okay. These brands, these brands, long term, this thing will affect how I see the brand” (R4).</p>	<p>Deductive</p>
<p><b>Authenticity of influencer/ brand fit</b></p>	<p>Text passages that refer to skepticism or distrust toward authentic brand/ influencers collaboration</p>	<p>“Instead of trusting an influencer who has a discount code, who gets commission from it when people order, plus he gets money for marketing it” (R10).</p>	<p>Inductive</p>
<p><b>Word-of-mouth</b></p>	<p>Text passages that indicate that word of mouth is seen as</p>	<p>“If a friend told me that the ones from Hummels are really cool, then I would check out the price to see if they are</p>	<p>Inductive</p>

	a reliable and genuine source, shaping the perception of brand authenticity.	cheaper. And then I might order something from Hummels. So if I get a recommendation from someone and know that they are just as good, then I would consider buying something else” (R8)	
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### 1. Lil Miquela impact on Samsung’s brand image

Category	Definition	Anchor Example	Procedure
<b>Brand authenticity</b>	Text passages referring to Samsung’s originality, change, genuineness and continuity.	„Yes, I think so. So when I think back over the years, how they've always changed their advertising, I definitely think that they always find new ways to present themselves differently and also to be likeable or authentic to me. Yes“ (R11).	Deductive
<b>Brand identity</b>	All text passages that bring Lil Miquela in connection by referring to the brand’s visual identity, particularly the logo. Also association of Samsung's design elements with trust (blue color),	“I think she fits the brand in the logo. I do think so. Like I said, it seems more trustworthy. Simply because that's how it is in my brain. AI is programmed not to lie and therefore speaks the truth and, for me, also expresses trust” (R6).	Deductive

<p><b>Brand personality</b></p>	<p>innovation, and technological competence.</p> <p>Text passages indicating Samsung's personality: competence, reliable, intelligent, successful, forward-thinking futuristic and modern character</p>	<p>„I think that Lil Miquela reflects Samsung's values such as cutting-edge technology, modern character and innovative innovation. Because the world is entering a completely different era. Whether you approve of it or not, that's the way things are developing. Samsung is going with the flow, whether you like it or not“ (R2).</p>	<p>Deductive</p>
<p><b>Brand association</b></p>	<p>All text passages referring to Samsung's brand associations highlighting perceptions of cutting-edge technology and alignment with a modern lifestyle.</p>	<p>“So, I think that this video shows that that is true because I haven't seen anything like that. And being able to use a virtual influencer shows that there are a cut above the rest, or above the average person, or ahead of the game already. So, I think that is a perfect way to display that their technology is above everybody's else's. Yeah. And that they're moving toward the future“ (R3).</p>	<p>Deductive</p>
<p><b>Brand behaviour and attitude</b></p>	<p>Text passages mentioning Samsung's aspirational communication</p>	<p>“I like the slogan. Do what you can't. I find it really inspiring” (R2).</p> <p>„I agree. Yeah, I think so. because when you choose a Virtual influencer, I think, the key between influencer and the</p>	<p>Deductive</p>

<p><b>Brand competence and benefit</b></p>	<p>style emphasize how the brand conveys confidence, innovation, and empowerment (e.g. reflected in the 'Do What You Can't campaign').</p>	<p>brand is the fit. So in this case they fit to each other. So, in this case, I do think, the use of a virtual influencer kind of, enhance, that kind of inspiration or innovation, or the brand image or brand identity that I want to achieve. So I think that's a good strategy or good decision for them to use“ (R9).</p>	<p>Deductive</p>
	<p>Samsung emphasizes the brand personality trait of ‘competence’ and is generally perceived as a rational brand. Text passages that refer to this trait highlight the brand’s technological expertise and constant innovations.</p>	<p>“Yes, I would say they are competent based on past and present. The present is. I will repeat again, like, the fact that Samsung have collaborated with AI into their new phones and they are more of a technological company. So yes, since Miquela is also a virtual, virtual influencer, this shows that Samsung has a vast and more understanding of what virtual influencers are” (R4).</p>	

## Interview Resources

Figure 5. Interview Resources

Virtual Influencer appeal dimensions	
Parasocial Interaction	Personal, immediate, and feeling of mutual connection to the Influencer
Anthropomorphism <u>Sub-factor:</u> <ul style="list-style-type: none"> <li>• Perceived Human-Likeness</li> </ul>	Human likeness refers to <ul style="list-style-type: none"> <li>• appearance (e.g., body shape),</li> <li>• cognitive processes (cognitive traits),</li> <li>• and emotional expression (conveying feelings)</li> </ul>
<ul style="list-style-type: none"> <li>• Sensory capability</li> </ul>	Communicating sensory evaluations and product-related information
Authenticity	Related to realness, truthfulness, and genuineness
Source Credibility Theory <u>Sub-factor:</u> <ul style="list-style-type: none"> <li>• Expertise</li> <li>• Trustworthiness</li> <li>• Attractiveness</li> <li>• Similarity</li> </ul>	<ul style="list-style-type: none"> <li>• Expertise</li> <li>• Trustworthiness</li> <li>• Attractiveness</li> <li>• Similarity</li> </ul>
Factors influencing engagement <u>Sub-factor:</u> Information value	Refers to the usefulness of communicating product features, details, and personal experiences of a product
Entertainment value	Refers to how much the influencer makes you to interact with the post

**Functional**

**Originality:** Five key values include people, excellence, change, integrity, and co-prosperity. „We are the relentless pioneer. We pave the way: Because we see obstacles as opportunities. Because we're not afraid of the new or the unknown. Because we imagine and create technology that blaze a new trail, enabling people to do what they can't“ (Samsung, 2025).

**Genuineness and continuity:** Samsung expresses itself as “we always find ways to show up as ourselves in our writings and designs being bold, genuine, contemporary, and playful”

**Symbolic**

**Logo** and blue color symbolic core elements that visually represent the brand.

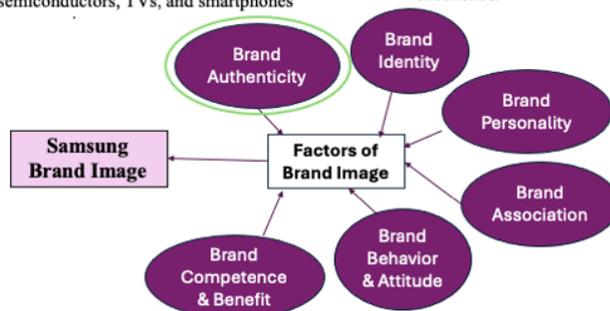
**Integrity:** Being ethical, ensuring fairness, respect for stakeholders and ensuring transparency

**Heritage:** Five years ago, Samsung celebrated its 50th anniversary, and “continues to innovate to remain a world leader in memory semiconductors, TVs, and smartphones” (Samsung, 2025).

**Logo**

- Iconic Blue logo color reflects values of technology and innovation and is used to build trust.
- Samsung's design reflects attention to detail and commitment to excellence.

- Reflects competence: Reliable, intelligent, successful .
- Represents a modern character: VI collaborations, foldable phone reflect innovative thinking



- Modern lifestyle.
- Cutting-edge technology.

- Brand personality trait “competence” and is more a rational brand
- Samsung's types of value and benefit include:
- Functional value: High-performance devices.
- Emotional value: Aesthetic design and aspirational messaging.
- Symbolic value: Helping users express a modern, tech-savvy identity.

- Communication: Confident and aspirational tone, emphasizing innovation, empowerment, and the idea of breaking boundaries (“Do What You Can't” Campaign).
- Collaboration with famous personalities.
- Commitment to pushing innovation forward, while also showing commitment to sustainability, ethics, inclusivity, and global relevance.



**Funktional**

**Originalität:** Fünf zentrale Werte von Samsung sind Menschen, Exzellenz, Wandel, Integrität und Co-Prosperität (Samsung, 2025).

**Echtheit und Kontinuität:** Samsung beschreibt sich selbst mit den Worten: „Wir finden immer Wege, uns in unseren Texten und Designs authentisch zu zeigen – mutig, echt, zeitgemäß und spielerisch.“

**Symbolisch**

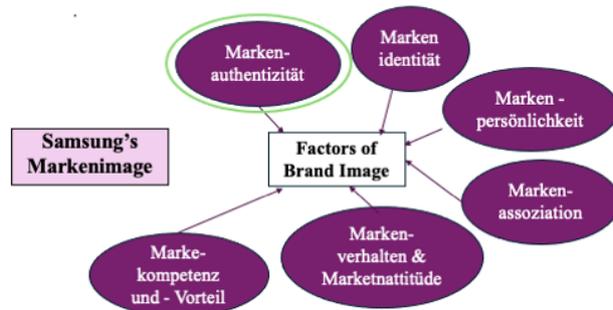
**Logo** und blaue Farbe Symbolische Kernelemente, die die Marke Samsung visuell repräsentieren.

**Integrität:** Ethisches Verhalten, Fairness, Respekt gegenüber Stakeholdern und Transparenz stehen im Mittelpunkt.

**Tradition:** Vor fünf Jahren feierte Samsung sein 50-jähriges Jubiläum. „Mit dem Erfolg seines Elektronikgeschäfts wurde Samsung weltweit als führendes Unternehmen in der Technologiebranche anerkannt und zählt inzwischen zu den Top-10-Globalmarken“ (Samsung, 2025).

**Logo**

Die ikonische blaue Logofarbe spiegelt die Werte von Technologie und Innovation wider und wird eingesetzt, um Vertrauen aufzubauen. Samsungs Design zeugt von Liebe zum Detail und dem Anspruch auf Exzellenz.



- Spiegelt Kompetenz wider: zuverlässig, intelligent, erfolgreich.
- Vertritt einen modernen Charakter: Kooperationen mit virtuellen Influencern und das faltbare Smartphone stehen für innovatives Denken.

- Moderner Lebensstil.
- Spitzentechnologie

Die **Markenpersönlichkeitseigenschaft „Kompetenz“** steht bei Samsung im Vordergrund, wodurch die Marke eher als rational wahrgenommen wird.

Samsungs Werte- und Nutzenarten umfassen:

**Funktionaler Wert:** Leistungsstarke Produkte

**Emotionaler Wert:** Ästhetisches Design und inspirierende Botschaften

**Symbolischer Wert:** Unterstützung der Nutzer dabei, eine moderne, technologieaffine Identität auszudrücken

- Kommunikation: Selbstbewusster und inspirierender Ton, der Innovation, Empowerment und das Überwinden von Grenzen betont (Kampagne „Do What You Can’t“).
- Zusammenarbeit mit bekannten Persönlichkeiten
- Engagement, Innovation voranzutreiben, dabei aber auch Nachhaltigkeit, Ethik, Inklusion und globale Relevanz zu zeigen.