

# MASTERARBEIT

Titel der Masterarbeit

„Feedback Effects of Service Extensions on the  
Parent Product Brand Image – Do Service  
Evaluations Matter?“

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Alexandra Steyer, BA

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A 066 914  
Masterstudium Internationale Betriebswirtschaft  
Univ.-Prof. DDr. Adamantios Diamantopoulos

## **Abstract**

Service extensions are gaining importance in the world's economy, but their influence on the occurrence of feedback effects is rarely explored. Research up to this point has mainly focused on product extensions and here the fit between the parent brand and the extension seems to be the most important variable.

Therefore, the focus in this thesis lies on asymmetric service extensions stemming from a product parent brand, particularly focusing on the influence of customer satisfaction.

With the help of different questionnaires the extension is evaluated first, and afterwards the parent brand image is re-evaluated to examine the influence of the brand extension on the parent product brand. A well-known global brand is used as product parent brand and four different service extension scenarios are developed. The scenarios differ regarding the degree of fit and the level of customer satisfaction and try to evaluate the influence customer satisfaction has on the occurrence of feedback effects.

The analysis showed that customer satisfaction is the main driver of feedback effects of service extensions. These results are unique in the field of brand extension research as for the first time customer satisfaction in a service scenario is manipulated which means that fit cannot be used as a proxy for quality, as quality per se is directly manipulated in this study.

Although in former studies fit was found to be the main driver in the evaluation of product extensions, no significant influence of fit could be found neither in the evaluation of service extensions nor as a driver of feedback effects.

Moreover, it is also verified that customer dissatisfaction has a greater influence in the post-evaluation of the parent brand image than satisfaction. This is in line with prospect theory and shows that negative feedback effects are stronger than positive ones.

**Keywords:** Service extension, feedback effects, service quality, customer satisfaction

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# 1. Introduction

Growing brands is one of the most important issues in brand management and is approached via brand extensions (Keller & Lehmann, 2006). By extending a brand, companies use the name of an already well-known brand to introduce new extensions and therefore avoid the risk of building a new brand (Gürhan-Canli & Maheswaran, 1998). In general, successful brand extensions help the company to decrease its' costs, increase communication efficiency (de Ruyter & Wetzels, 2000), reduce entry barriers, leverage brand equity (van Riel, Lemmink, & Ouwersloot, 2001) and help to gain retailer and customer acceptance (Keller & Aaker, 1992). Nowadays, companies do not only launch new products, but also services which represent a growing share in the global economy (van Riel, Lemmink, & Ouwersloot, 2001). More precisely, 63.9% of the world's GDP are generated in the service sector which emphasizes the importance services play in the global economy (CIA World Factbook, 2013). One example of a successful service extension is Sears, a good-intensive department store which extended its brand name into the service sector by offering automotive services and insurance business lines (Lei, Pruppers, Ouwersloot, & Lemmink, 2004).

By offering services and not only focusing on products, companies can also provide an experience which makes it easier to distinguish themselves from the competition (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). What has to be considered are the special characteristics of services, namely that services are characterized as being intangible, heterogeneous, perishable and are produced and consumed at the same time (Lei, Pruppers, Ouwersloot, & Lemmink, 2004). Due to these characteristics and also because services contain mostly search and experience attributes (Parasuraman, Zeithaml, & Berry, 1985), the quality of the service encounter is uncertain which increases the perceived risk of customers (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Word of Mouth is important to consider in a service context, as it influences the buying behavior of consumers who rely on communication with others to deal with the uncertainty and further on to reduce the risk (Mangold, Miller, & Brockway, 1999). Word of mouth particularly influences the desired as well as the predicted service whereas all four characteristics of services influence the perceived service quality (Parasuraman, Zeithaml, & Berry, 1985).

Beside quality, the perception of fit or similarity between the product and the extensions also influences the extension evaluation (Keller & Aaker, 1992). Findings regarding the importance of fit and quality are not consistent throughout the literature and also findings on reciprocal effects of brand extensions are controversial. This effect explains how consumers evaluate the parent product or service after they have been exposed to the brand extension (Lei, Pruppers, Ouwersloot, & Lemmink, 2004). These so called feedback effects have the potential to change the parent brand image and can either be positive, by enhancing the parent brand image, or negative, if they lead to a dilution or negative perception of the parent brand by the consumer (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). For example, Keller and Aaker (1992) do not find any evidence that feedback effects exist, beside many other authors. Moreover, it seems that strong brands are resistant to image changes or dilution, which is supported by Romeo (1991) and again Keller and Aaker (1992). Another finding regarding strong brands confirms that even if consumers do not like the extension they still keep a positive image of the parent brand because they have more experience and beliefs about the parent brand than the extension. Lane & Jacobson (1997) on the other hand proved empirically that reciprocal effects exist which demonstrates that brands are not resistant to changes in their image after an extension has been launched.

However, most of the studies conducted so far had focused on product extensions beside the growing importance of services in the world economy. Studies, which had concentrated on services, only analyzed such services which stemmed from a service parent brand. Considering again the example of Sears given above, asymmetric service extensions remain unexplored in the literature and this master thesis tries to close this gap. In detail, it is focused on the question how feedback effects of service extensions influence the parent brand image and examines asymmetric brand extensions from the product into the service sector. Therefore, this thesis contributes to the growing amount of studies on feedback effects of brand extensions by analyzing service extensions emanating from a product. Customer satisfaction hereby represents a crucial point for discussing feedback effects due to the already mentioned special characteristics of services which influence the quality perception.

First, the existing literature on services, brand extension and feedback effects and in this context customer satisfaction is reviewed since previous findings in this research field are important to extend the research to asymmetric service extensions. Second, the

developed questionnaire examines which effect the perception of fit between the parent brand and the extension has and also how customer satisfaction or dissatisfaction influences the parent brand image. Therefore, service scenarios for a well-known global brand are developed, each with low interaction and low tangibility as such services characterized by low tangibility are less product like (Shostack, 1977). Altogether, four different scenarios are designed and two additional pre-tests are conducted to guarantee the appropriateness of the selected scenarios. In the following, the questionnaire distinguishes between services which have a low and a high fit as well as between high and low service satisfaction as most scholars agree upon the fact that the perceived fit and quality are the most important factors of success for a brand extension (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Finally, the results are analyzed and theoretical implications are discussed.

## 2. Theoretical Part

### 2.1. Branding Decisions

A **brand** can be defined as “a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers” (American Marketing Association, 2012) and it is one of the most valuable assets a company has. Brands have an impact on the customer, the product or service of a company as well as the financial market. In detail this means that first, brands help customers to distinguish between similar offerings, they guarantee a certain level of quality and as a result reduce the perceived risk. Second, as brands are built on products or services and on the corresponding marketing activities, they reflect the complete customer experience with a certain range of products of a company. Lastly, brands are also a financial asset of a firm (Keller & Lehmann, 2006). The value created in these three areas can be summarized as **brand equity** which is a term used to describe the value of having a well-known brand name, based upon the idea that the owner of this brand can generate more money from products with that brand name than from products with a less established name (American Marketing Association, 2012).

The management of brands can be divided into five areas. All deal with building, measuring and managing brand equity: “developing brand positioning, integrating brand marketing, assessing brand performance, growing brands and strategically managing the brand” (Keller & Lehmann, 2006, p. 740).

This master thesis covers the topic of brand growth through brand extensions as one way to expand the product range of a company. “**Brand extension** means using the leverage of a well-known brand name in one category to launch a new product in a different category” (Brand Extension Research, 2012) or in short it means introducing a new product in a different category under an already existing brand name (Tauber, 1988). The brand name from which the extension stems is called the parent brand.

The popularity of brand extension is based on the value brands have for a company as a strong brand benefits from loyal consumers. Furthermore, brand extensions facilitate the introduction of new products as consumers are already familiar with the brand (Buil, de Chernatony, & Hem, 2009). Moreover, with a brand extension companies pursue an obvious growth strategy (Keller & Aaker, 1992). Brand extension therefore deals with

the redefinition of the brand meaning and can be seen as a strategic move for the company which helps to increase the brand equity as well as enhance the brand image (Martínez Salinas & Pina Pérez, 2009). **Brand image** is the “perception about a brand as reflected by the brand associations held in consumer memory” (Keller K. , 1993, p. 3). Moreover, image is an important indicator for service quality used by consumers (Meffert & Bruhn, 2009) and is used to evaluate the credibility and the purchase intention (de Ruyter & Wetzels, 2000).

Figure 1 on the next page provides an overview of brand extensions. There are two ways to group brand extensions as part of a strategic brand management: product and service extension. **Service extensions** as well as **product extensions** stem from a product or a service and use an already well-known brand name to launch the new product or service. Also **asymmetric extensions** are possible where a product extension stems from a service parent brand and vice versa.

Next, it has to be differentiated between a horizontal and vertical extension. **Horizontal extensions** mean that a company offers a new product or service in a completely new category. A **vertical extension** describes launching a new extension of an already existing product or service but with a different quality and/or price. Horizontal extensions are perceived to be more different and distant from the core product and are less likely to hurt the core brand than vertical brand extensions because consumers do not relate the extensions directly to the parent brand. But vertical extensions have the advantage to profit from associations with the core brand and they provide a quick alternative to benefit from the core brand’s equity (Pitta & Katsanis, 1995).

Furthermore, horizontal extensions can be divided into line and category extensions. With a **line extension**, the brand name is used for a product or service that is launched in an already existing category but targets a new segment whereas a **category extension** describes a launch under the same brand name but in a different category (Keller, Apéria, & Georgson, 2012).

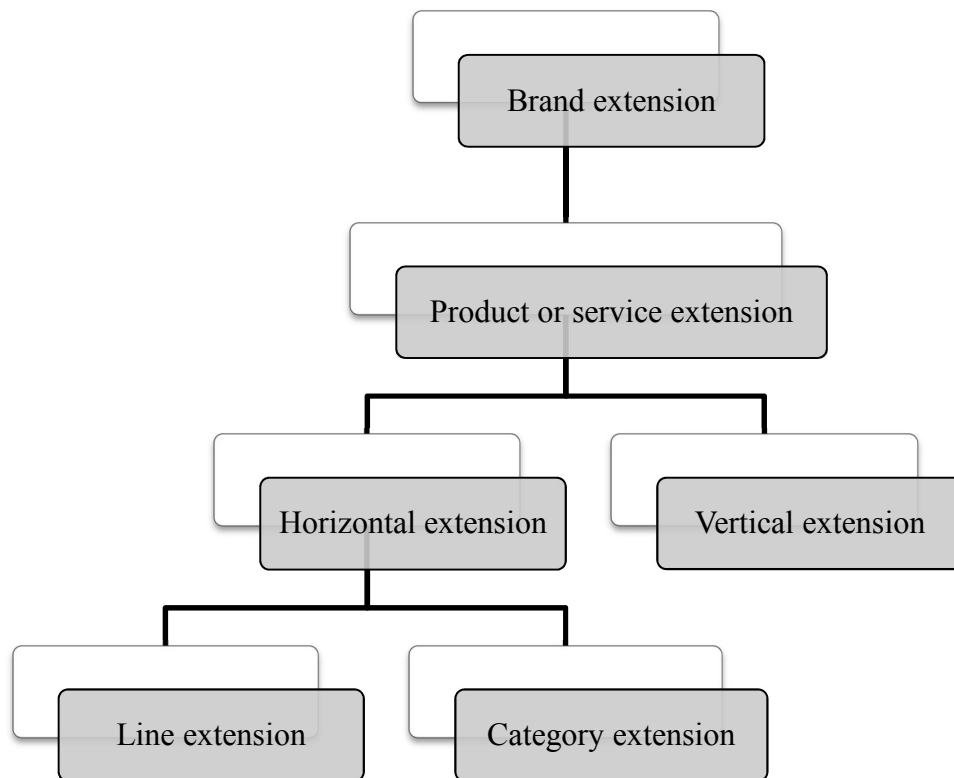


Figure 1: Brand Extension (Pitta & Katsanis, 1995; Rastogi, 2012)

To summarize the importance of brand extensions and its' diverse possibilities, one can say that it is a necessary step for a company to grow and be profitable in mature and competitive markets. The most important part in doing so is to find an attractive category where the company can gain market leadership and be profitable (Kapferer, 2004).

Most studies concerning brand extension so far have mainly focused on product extensions although services and service extensions are becoming more and more popular. As this thesis focuses on service extensions, first services and their specific characteristics are explained in detail. To understand how customers evaluate extensions in general, the literature on brand extension evaluation is summarized and the most important variables influencing the brand extension evaluation are discussed, namely the perception of fit and the perceived quality. To complete the theoretical part of this master thesis, feedback effects are discussed.

## **2.2. Differences Between Products and Services**

### **2.2.1. Characteristics of Services**

Walker (1995, p. 2) said that “products are bundles of attributes rendering satisfaction”. The same can be said for services, but the service outcome or the quality is much more uncertain compared to products. *Services* in general are described as “activities performed by sellers and others that accompany the sale of a product and aid in its exchange or its utilization” (American Marketing Association, 2012). The uncertainty results from specific characteristics of services which are according to Parasuraman, Zeithaml, & Berry (1985), Lovelock & Gummesson (2004) and many other authors:

- intangibility
- heterogeneity
- inseparability and
- perishability.

First, services are primary intangible meaning that they cannot be touched like for example an online banking service, but have to be experienced (Shostack, 1977). Especially due to the intangible aspect of services, it is difficult for the service provider to describe the service in advance for the consumer because it cannot be evaluated prior the service delivery. Not only is it difficult for the customer to evaluate the quality in advance but also for the company to understand what is important for the customer when they evaluate the service delivery process (Parasuraman, Zeithaml, & Berry, 1985; Lovelock & Gummesson, 2004).

Second, services that cannot be reproduced in the exact same quality are known as being heterogeneous. This problem arises because the consumer has to communicate what he or she wants. The quality perception furthermore depends on the behavior of the service provider and priority and expectations of the consumer may change every time after the service consumption process (Parasuraman, Zeithaml, & Berry, 1985; Lovelock & Gummesson, 2004).

Third, simultaneity means that consumption and production take place at the same time which makes it impossible to hide mistakes or other service gaps by the company because the customer can observe the whole service delivery process. Furthermore, the

customer who is involved in the service deliver process represents another variable for the company which cannot be controlled but influences the quality of the service (Parasuraman, Zeithaml, & Berry, 1985; Lovelock & Gummesson, 2004).

The last characteristic, perishability describes that a service cannot be stored, returned or resold (Walker, 1995; Lovelock & Gummesson, 2004). Furthermore, the problem with perishability as a service characteristic is that service quality cannot be checked beforehand and it depends on the employees capabilities to get it right the first time (Ghobadian, Speller, & Jones, 1994).

As illustrated in the figure below, services are mainly intangible and the utilization of a service normally does not result in the ownership of tangible elements which are involved in the service delivery process (Lovelock & Gummesson, 2004). Often, the only tangible elements in a service delivery process are the facility, the equipment and the employees of the service provider. Products on the other hand consist of many tangible elements and also contain mostly search and experience attributes which can be seen in the following figure (Parasuraman, Zeithaml, & Berry, 1985). The figure also shows that only few real products or services exist (Shostack, 1977):

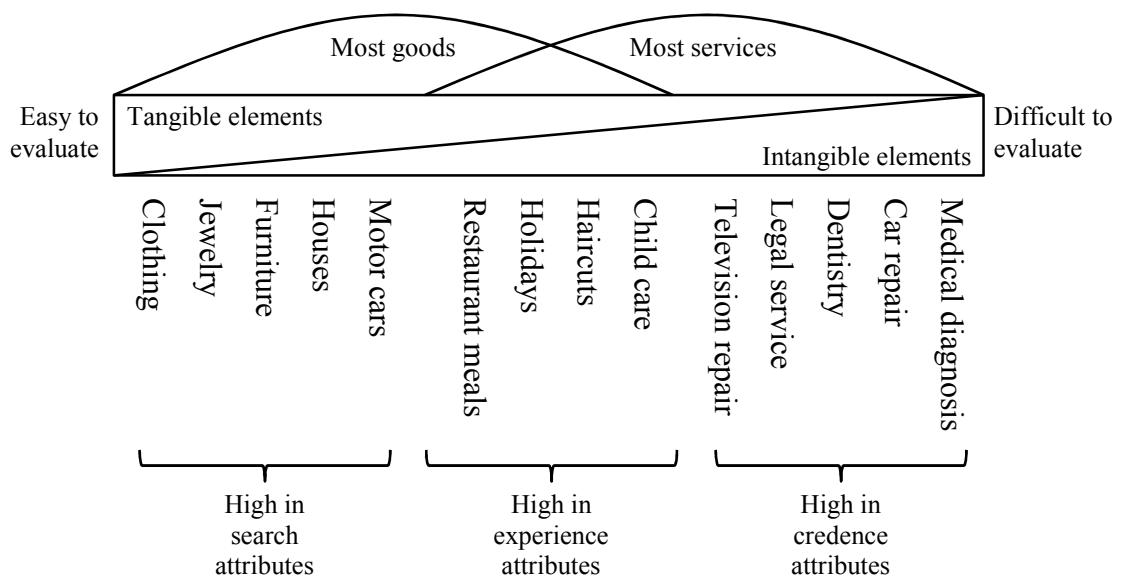


Figure 2: Goods/Service Continuum (Rushton & Carson, 1989, p. 31)

Search attributes can be evaluated by customers before the purchase as they consist of tangible elements which can be tested. Such tangible elements help to determine what

can be expected and also help to reduce the risk of the service delivery (Nelson, 1970; Rushton & Carson, 1989). Also the environment in which the service is delivered influences consumers. For example the furniture of a doctor's office already serves as a tangible cue for the quality of the medical service (Shostack, 1977). Generally speaking, every trip to a store, asking friends and even advertising can be seen as a possible way to search for information (Nelson, 1970; Rushton & Carson, 1989). But sometimes, search is not an appropriate way to evaluate a product or service.

Experience attributes cannot be evaluated prior the service delivery. The customer has to experience the service to assess these attributes. Talking about food, one cannot evaluate in advance if he or she will really like the food without trying it. As a fact, experiencing requires to pay for a service (Nelson, 1970; Rushton & Carson, 1989).

Attributes which cannot be evaluated even after the service delivery are called credence attributes and the customer has to trust the service provider that certain things have been done at the promised level of quality. Taking again the food example, customers have to trust the chef that only fresh and healthy ingredients have been used. Especially consultancy or repairs are hard to evaluate since people consult such services because they do not have the knowledge to do it on their own and therefore completely have to trust the service provider (Darby & Karni, 1973; Rushton & Carson, 1989). As a result, services are evaluated differently than tangible products as experience and credence attributes are harder to evaluate concerning the quality of the service (Rushton & Carson, 1989).

Intangible elements are mainly responsible for the creation of value in service performance. Tangible elements for example in a restaurant are the food itself, the waiter, etc. An intangible element in a restaurant is the service (Walker, 1995). Lovelock and Yip (1996) divide core services into three categories depending on whether the service is tangible or intangible and also if customers need to be present during the service delivery process or not. These three categories are known as people-processing services, possession-processing services or service based on processing information.

The first one, people-processing services, requires the customer to be present all the time and to become a part of the service delivery process. Tangible actions to the customer are implicated, for example at a hair dresser. Possession-processing services

also imply tangible actions, but these are not directly applied to the customer but to tangible objects owned by customers. An example could be a car repair. And finally, information-based services are services, where the participation and involvement of the customer is the lowest as customer and service provider do not even have to be in the same place during the service delivery process and many tasks can be carried out remotely like for example when using an online dictionary (Lovelock & Yip, 1996).

The other criterion deals with the interaction between the service provider and the customer which again can be characterized as low or high. For example, the interaction at a hairdresser is much higher as when using an online dictionary, where no interaction at all takes place between the service provider and the consumer. High and low interaction can also be distinguished from each other by asking the question, if the customer needs to be physically present all the time during the service delivery process. Furthermore, high interaction services are normally directed at the customer's body or mind whereas services characterized by low interaction are directed at goods or other tangible belongings customers own or are directed at completely intangible assets (Lovelock, 1983).

The following figure provides an overview and gives examples how to classify services regarding their degree of interaction and tangibility. Although some services seem to be classifiable into more than one category at first, the core service can be assigned to one category in most cases. As Shostack already stated in 1977, a service is less product like the more intangible it is.

|                    |                  | <b>Interaction</b> |                   |
|--------------------|------------------|--------------------|-------------------|
|                    |                  | High interaction   | Low interaction   |
| <b>Tangibility</b> | High tangibility | Hair dresser       | Repair services   |
|                    | Low tangibility  | Consultancy        | Online dictionary |

Figure 3: Tangibility/Interaction Matrix

Also the topic of risk has to be discussed during a service delivery process. Since services are complex and vary in output-quality, consumers perceive them to be riskier than products. Furthermore, the risk perception increases with uncertainty which in turn has an unfavorable influence on the overall evaluation on the newly launched extension (Lei, Pruppers, Ouwersloot, & Lemmink, 2004). In short, as services are hard to evaluate because of their predominant experience and credence attributes, consumers have to rely mostly on tangible and quality-consistent elements when evaluating the quality of a service (Lei, Pruppers, Ouwersloot, & Lemmink, 2004).

### **2.2.2. Service Expectations**

All of the four characteristics of services influence the service quality, which results from the consumers' comparison of their expectations with the actual performance (Parasuraman, Zeithaml, & Berry, 1985). Service expectations, on the one hand, describe what consumers really want from a person or company providing a service. Perceived service quality, on the other hand, characterizes the consumer's perception about an extraordinary or superior service which differs from the actual quality of a service. Service quality in this sense can be described as an attitude, which is formed in the long-term. It is similar but not the same as satisfaction. Service satisfaction refers to one particular service performance and over time can result in a certain perception of service quality (Parasuraman, Zeithaml, & Berry, 1988). Customer satisfaction is discussed in more detail in a later chapter.

The following model depicting customers' service expectation is based on the expected service including the desired and adequate service as well as their antecedents, the predicated service and the perceived service:

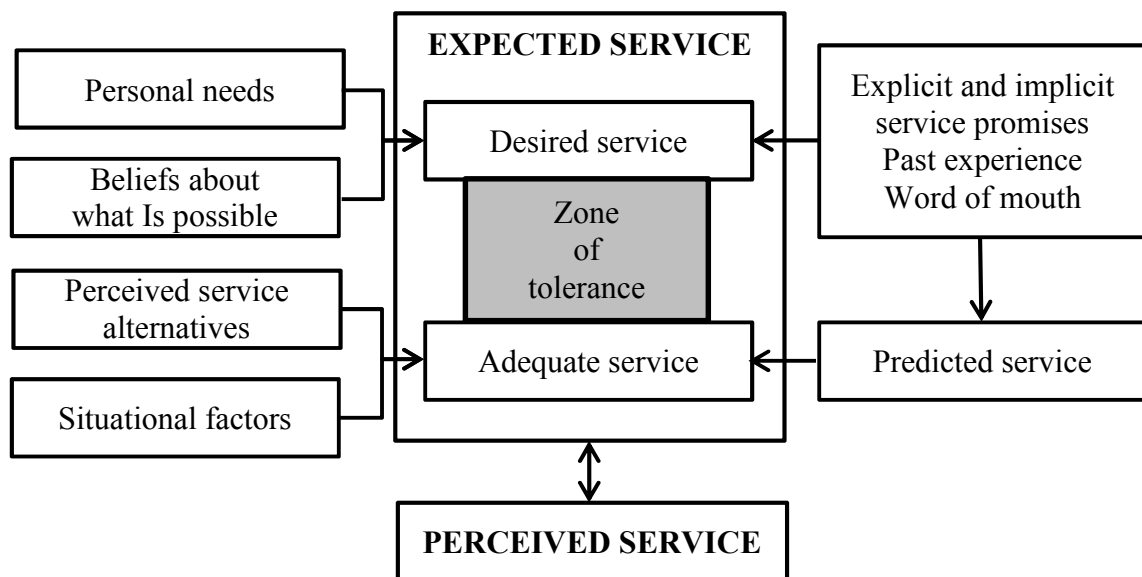


Figure 4: Customers' Service Expectation (Zeithaml, Berry, & Parasuraman, 1993)

By evaluating attributes and searching for information prior to the service encounter, customers form their service expectations. Such service expectations are built upon several components which are depicted in the figure above and are used to evaluate the service quality. The service the customer wants to receive is known as the desired service. It is a mixture between what should be delivered and their personal needs influenced by word of mouth, past experiences etc., and is also kind of a wishful thinking because customers have to realize that a company will not be able to deliver the service of which a customer is dreaming of. On the contrary, the minimum level of service the customer is willing to accept without being dissatisfied is called the adequate service (Zeithaml, Berry, & Parasuraman, 1993).

As services are characterized to be heterogeneous, it is hard to achieve a consistent service quality for companies, or even for one employee. This range of fluctuation which the customer is willing to accept is known as the zone of tolerance. The zone of tolerance can increase or decrease or can even be zero, depending on the service expectations of customers. If the service quality is too low, this will lead to dissatisfaction. On the other hand, if the service is better than expected this should delight customers. As long as the quality of the service is within the zone of tolerance, the customers will not pay much attention, but if it is outside this range, customers will either show a very positive or a negative reaction. How big the zone of tolerance is depends on the competition and price beside other influential factors (Zeithaml, Berry, & Parasuraman, 1993).

Talking about the antecedents of the desired service, one can say that service expectations are formed by factors which cannot be controlled: Personal needs of customers, certain beliefs about what is possible when delivering a service, explicit service promises like for example advertising, implicit service promises like the price of a service, the past experience of customers and also word of mouth (Zeithaml, Berry, & Parasuraman, 1993).

Word of mouth is important as it influences the buying behavior of consumers, especially in the service context where consumers rely on communication with others to deal with the uncertainty when consuming a service and therefore to reduce the risk (Mangold, Miller, & Brockway, 1999). Taking in mind figure 4 from above explaining the factor influencing the customers' service expectation, one can see that word of mouth particularly influences the desired as well as the predicted service.

Word of mouth furthermore helps to overcome the problem of intangibility by asking others who already have experienced the service as services are low in search attributes compared to products (Bansal & Voyer, 2000). It can also be generated electronically, via the internet or more precisely via blogs, newsgroups, social networks etc. Such electronic media not only gives consumers the opportunity to find information about a product or a service online but also gets in touch with consumers from around the world who already have experienced the product or service in question (Cheung, Matthew, & Rabjohn, 2008). A study conducted in 2007 found out that the opinions by consumers posted online are perceived to be as trustworthy as the website of a certain brand. Therefore also electronic word of mouth influences consumers' purchasing decisions and must be taken into consideration by companies when designing the online marketing mix (Cheung, Matthew, & Rabjohn, 2008). Moreover, a study of Cheung et al. (2008) has found out that especially the usefulness of information strongly influences consumers in their decision to trust the information found online.

Particularly the level of service quality is supposed to be an antecedent of word of mouth, as it is likely that consumers engage in negative word of mouth more often when the service quality is perceived to be low. One explanation for this could be that such consumers try to advise others against using the same service after having experienced a dissatisfying service experience (Harrison-Walker, 2001).

Now it is focused on the antecedents of the adequate service which is influenced by perceived service alternatives, situational factors and the predicted service (Zeithaml, Berry, & Parasuraman, 1993). The predicted service is the level of service the customer actually expects and is again influenced by word of mouth, promises by the provider and past experience. The predicted service level also influences the adequate service level. If the service is predicted to be good, the adequate level will automatically be higher as well (Lovelock & Wirtz, 2011). But meeting customers' service expectations is not an easy task for companies.

### **2.2.3. Challenges of Service Quality**

To satisfy consumers, companies have to offer a continuous high service quality as it influences the consumers' decision to use a service again. But because most services are labor intense performances, the outcome is likely to differ among employees and customers. If companies succeed in keeping a high service quality level, this can help to differentiate the company from the competition and can help to gain a competitive advantage (Zeithaml, Berry, & Parasuraman, 1988).

Parasuraman, Zeithaml, and Berry (1985) identified five gaps which influence the service quality perception of consumers and occur in companies. To identify these gaps, figure 4 has to be extended by the marketer's perspective:

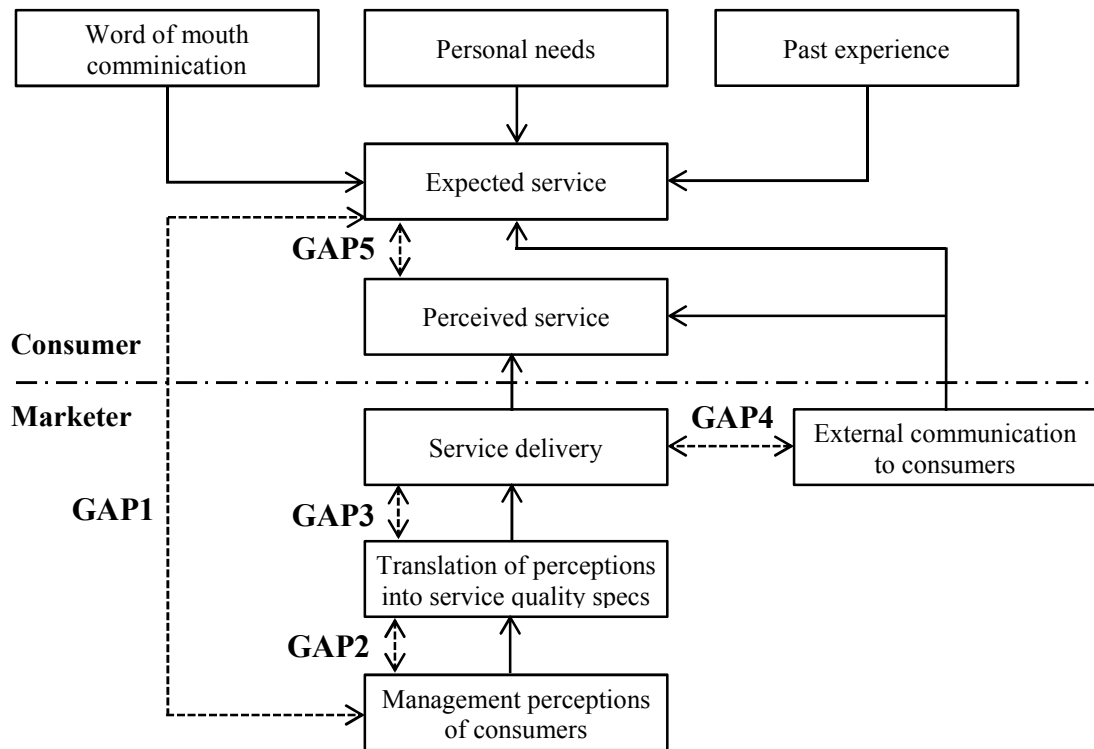


Figure 5: Gap Model of Service Quality (Zeithaml, Berry, & Parasuraman, 1988, p. 36)

The first gap deals with the difference between customers' expectations of a high quality service and what the companies think that customers expect. The second gap describes what managers think customers expect and how these perceptions about the service quality are further on specified. Gap 3 describes the difference between the service quality specifications and how the service is actually delivered. The fourth gap deals with the service delivery and how the service is communicated externally. The fifth gap focuses on the consumer's side and describes the difference between customers' expectations and perceptions. The size of this fifth gap depends on all other gaps (Parasuraman, Zeithaml, & Berry, 1985; Parasuraman, Zeithaml, & Berry, 1988; Zeithaml, Berry, & Parasuraman, 1993).

Gaps on the side of the marketer can have a positive or a negative effect on the service quality perception. Taking gap three as an example, gap three will be evaluated positively if the delivery of the service is even better than it is specified (Parasuraman, Zeithaml, & Berry, 1985). How these gaps can be measured is important to satisfy customers and is discussed in the next chapter in more detail.

To summarize the characteristics of services and the importance of the perceived service quality one can say that the higher the service quality, the more satisfied customers will

be (Cronin, Jr., Brady, & Hult, 2000). But the perceived service quality is not the only important variable in the evaluation of a service in general or as in this thesis a service extension. The perception of fit and the parent brand quality have to be considered as well.

### **2.3. Brand Extension Evaluation**

To give an overview of what is important for consumers when evaluating a brand extension, the main findings of Aaker's and Keller's pioneer study in the field of product brand extension from 1990 are summarized briefly:

First, associations consumers have with a brand can help to extend a brand but they can also have a negative effect. The assignment of positive brand associations is furthermore related to the perceived similarity between the parent brand and the extension. Second, the quality of the parent brand and the perception of fit influence the evaluation of the brand extension, whereas quality only has an influence if there is at least some perception of fit. Third, Aaker and Keller found three measures for fit, which describe how well the extension fits to the parent brand: a measure of complement, substitute and transfer. Complements describe how consumers perceive an extension as a complement to the parent brand, substitutes replace another product and transfer characterizes the firm's ability to offer products in another category in which they are not currently active. Lastly, the perceived difficulty of offering an extension leads to a favorable evaluation but if the extension is too easy to make, this may have negative effects.

To focus on the two most important variables, Aaker and Keller state that the evaluation depends on the fit between the extension and the parent brand, the quality of the parent brand, and the interaction between these two variables. Quality, in comparison to fit, has no direct influence on the evaluation of the brand extension. Bottomley and Holden (2001) re-analyzed the study in question and came to a slightly different solution, namely that the most important variables in evaluating a brand extension are the perceived fit as well as the quality of the parent brand which has a direct influence. Both variables can be used to forecast the evaluation of a brand extension.

### **2.3.1. Perception of Fit**

As most brand extension research has shown so far, an important aspect for a favorable brand evaluation is the perception of fit or similarity between the parent brand and the extension. If the new extension launched by the company is congruent with the parent brand, the degree of fit perceived by consumers is likely to be higher (Buil, de Chernatony, & Hem, 2009). According to many researchers, fit is one of the most important drivers for a successful brand extension beside quality, which is supposed to have a minor impact on the extension evaluation and is discussed afterwards (Völckner & Sattler, 2006; Aaker & Keller, 1990; de Ruyter & Wetzels, 2000; Martínez Salinas & Pina Pérez, 2009).

Former studies also have shown that if consumers think that the extension is highly related to the parent brand, the evaluation of the extension is based on the parent brand and the acceptance by the consumer is higher. If the similarity is low, the evaluation is based on core attributes of the extension (de Ruyter & Wetzels, 2000). Furthermore, if there is a high fit, the knowledge consumers have about the core brand is presumed to be relevant (Keller & Aaker, 1992).

Besides, consumers evaluate extensions more favorably if the market is related to the parent brand especially taking into consideration that the main reason for failure of a brand extension is that consumers think that it is outside the area of competence of the company (de Ruyter & Wetzels, 2000).

#### **2.3.1.1. Measures of Fit and Brand Schemas**

As already mentioned before when summarizing the findings of Aaker and Keller, fit can be measured in three dimensions:

- the degree of complementarity
- the degree of substitutability, and
- the transferability of know-how between the parent brand and the extension.

Complementarity describes if consumers perceive the extension as being a complement while both, the parent brand and the extension can be consumed or used at the same time to satisfy needs of consumers. Substitutability measures if the extension and the parent brand are considered to be substitutes. In such a case, one product or service replaces the other because both try to satisfy the same need. The last measure is

transferability which does not measure how well the extensions fits to the parent brand per se but how well it reflects the ability of the company to actually provide or produce the extension. If there is a low fit in transferability, the quality or opinions about the parent brand may not be assignable to the extension (Kapferer, 2004). According to Aaker and Keller (1990), the most important basis of fit is transferability.

Van Riel, Lemmink and Ouwersloot (2001) also analyzed these three measures of fit and found out that complementarity is the most important measure of fit in a service extension evaluation for consumers whereas the degree of substitutability plays a minor role. Transferability is evaluated in both, the service and the product extension context, in the same way.

Furthermore, the extension evaluation depends upon what associations consumers have about a brand. Such associations are induced by the perception of relevance for the consumer in the evaluation process, and how favorable this information is processed leading to the consumer's evaluation of the extension (Keller & Aaker, 1992). More precisely, by evaluating brand extensions consumers refer to brand schemas, which contain the consumer's brand knowledge. Scholars have identified two such brand schemas. Both help to determine the degree of similarity between the parent brand and the extension and furthermore help to find out how the extension is evaluated (de Ruyter & Wetzels, 2000):

- Functional associations or category fit
- Image-based associations or image fit

The first point, category fit, depends on the relationship between the extension and the parent brand. A high product-level similarity means that the extension and the parent brand can be used in the same situations and therefore they share functional associations. Regarding the second point, the image fit is high when the extension is able to reflect the brand concept or when it is consistent with the brand meaning. In such a case, consumers have the same image related associations with the parent brand as well as with the extension.

Image consistency is especially important when entering new markets, which is also the case when a product company launches an asymmetric service extension (de Ruyter & Wetzels, 2000). In general, to increase the likelihood of success, brands should be

similar to the original concept when extending them, which again supports the importance of fit (Thorbjørnsen, 2005).

Also the influence of brand breadth, which expresses the variety of products and services with the same brand name, is discussed briefly. For example, the brand Yamaha is extremely broad as it includes musical instruments, motorcycles and many other products from diverse categories. On the contrary, if companies launch products which are all similar, the brand can be described as narrow. This means, the broader the brand, the further it can be stretched by introducing different extensions. The perceptions of fit should therefore have an even greater influence on narrow brands as broad brands can stretch further (Boush & Loken, 1991). But having many different extensions under the same brand name also increases the risk. If a problem occurs in one category, this may also have a negative impact on the other categories of the same brand (van Riel, Lemmink, & Ouwersloot, 2001). Furthermore, customers always have to adapt their beliefs about a brand after a new extension is launched (Boush & Loken, 1991).

To sum this up, the higher the fit, the better is the evaluation of the extension. By offering extensions similar to the parent brand, consumers perceive the product as trustworthy and therefore their willingness to buy and try the new product or service increases. With high fit extensions consumers assign the perception of the quality they have about the parent brand to the extensions. This increases the quality of the extension and also improves the image of the parent brand. On the contrary, a low fit extension can worsen the parent brand image as the company's credibility suffers (Buil, de Chernatony, & Hem, 2009).

## **2.3.2. Perception of Quality**

### **2.3.2.1. *Parent Brand Quality***

In general, “quality reflects a measure of goodness that spreads over all elements of the brand” (Lei, Pruppers, Ouwersloot, & Lemmink, 2004, p. 244). Service quality, which was already mentioned when talking about service expectations, is not the only quality customers are facing. Also the parent brand quality has to be discussed and also the conceptualization of service quality is reconsidered as a next step.

For brand extensions, the parent brand is the most important indicator for consumers regarding the quality, because they believe that the parent brand company would not take the risk of using the parent brand name for the extension and launching a service with a poor quality (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Moreover, parent brand beliefs describe how consumers like and trust the parent brand and if their opinion is high, this will also have a favorable effect on the evaluation of the extension. A higher opinion also reduces the risk for the consumers (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Brands with a high quality perception can more easily serve as a basis for brand extensions as such brands can be stretched farther than a brand of mediocre quality, although in both cases the danger of overstretching the brand has to be considered (Aaker & Keller, 1990).

As already described when talking about the fit, when the perceived fit between the parent brand and the extension is high, the knowledge the consumer processes about the parent brand seems to be important (Keller & Aaker, 1992). Therefore, if there is a high fit and the parent brand is perceived to have high quality, also the extension will be perceived to be of high quality. Vice versa, if the perceived fit is low and the extension is not related to the parent brand, the extension will therefore not be evaluated favorably because the aspects of the parent brand are not perceived as relevant information.

Considering again the study of Aaker & Keller from 1990 on product extensions, quality only showed an indirect effect in the extension evaluation. Van Riel, Lemmink Ouwersloot (2001) re-tested this hypotheses and came to a different conclusion, namely that the perceived quality of the parent brand has a direct and positive influence on the extension evaluation for service as well as for product extensions.

In general it is believed that consumers who like the brand are also likely to evaluate the extension more positively (Martínez Salinas & Pina Pérez, 2009). Furthermore, an experiment conducted by de Ruyter and Wetzels' (2000) showed that if consumers have an image of the brand in mind this positively influences the extension whereas if they have no idea about the image this will lead to a negative perception of a service extension (Martínez, Polo, & de Chernatony, 2008). As the image of the brand can also be an indicator for the quality of the provided service (Martínez, Polo, & de Chernatony, 2008), parent brand quality is used to measure image in the questionnaire underlying this thesis.

### 2.3.2.2. *Service Quality*

How to evaluate the service quality was already described but now it will be discussed, how service quality is conceptualized. Service quality involves perceived quality and can be seen as an attitude while comparing the expected and the perceived service performance (Parasuraman, Zeithaml, & Berry, 1988). Originally, Parasuraman, Zeithaml, and Berry (1985) identified ten parameters of service quality and reorganized these parameters into five distinct quality dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions are used by consumers to form their expectations about the service quality and also influence the appearance of the gaps which were already described above.

But the evaluation of service quality is a complex process and despite of the predominance of the work of Parasuraman, Zeithamel and Berry, up to now scholars do not agree on the dimensions of service quality and have advanced modified versions. Brady and Cronin Jr. (2001) tried to combine some perspectives on service quality as one is incomplete without the other and proposed a modified version which is illustrated below:

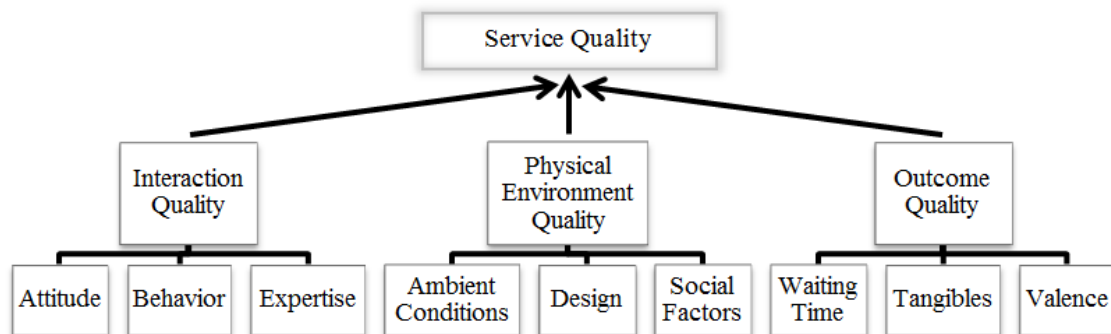


Figure 6: Three Component Service Quality Model (Brady & Croinin, Jr., 2001)

Based on figure 6, service quality can be seen as a hierarchical construct with multiple dimensions which also includes dimensions from the service quality model based on Parasuraman, Zeithaml, & Berry, 1985 and others.

The outcome quality describes the result of the service delivery process which the customer receives. Interaction quality specifies the interaction between the customer and the employee during the service encounter and the service environment quality is made up by the physical environment which influences the customer during the service

delivery process. Völckner et al. (2010) also used such a three dimension model in their study and found out that outcome quality has the highest influence on the evaluation of the service quality. Problems in achieving a high quality perception result from a discrepancy between customer expectations about a service and the actual quality of the service.

Both quality perceptions, the parent brand quality and the perceived service quality, influence the extension. The three components of service quality, interaction, physical environment and outcome quality, are also considered when manipulating the service scenarios.

### **2.3.3. Positive and Negative Consequences of Brand Extension**

Launching new extensions is harder than it seems taking into consideration that the majority of newly introduced extensions fail. Examples of successful brands which launched unsuccessful extensions are Bic, introducing perfumes, and Levi's suits (Shankar & Carpenter, 2012). It is also possible that the company just launches a product ahead of its time like for example the Apple Newton PDA, a small portable computer which was launched in 1993 and taken from the market in 1998. Still, this product influenced the development of very successful products of today like for example the iPad (Borchers, 2003). On the other hand, Samsung was founded in 1938 as a small export business in Korea, selling fish, vegetables and fruits. 75 year later, Samsung is a leading company in electronic devices, offering innovative and high quality products throughout the world (Samsung, 2013).

Therefore, companies have to be aware of all possible consequences of a brand extension, both positive and negative, before launching a brand extension. The most important issue in growing a brand is to understand that each extension has consequences for the parent brand as image changes are likely to occur. Therefore it is important to reconsider every extension carefully and step by step (Shankar & Carpenter, 2012).

On the plus side, brand extension can aid in new product or service acceptance, because it may improve the overall brand image as consumers already have an idea about what to expect from a service with an already well-known brand name by making inferences (Keller, Apéria, & Georgson, 2012). Furthermore, a brand extension reduces perceived

risks for the consumer (Aaker & Keller, 1990) as an already successful company stands for expertise and trustworthiness. Although the company name alone may not give consumers a specific idea what to expect from a service, it may still be connected to a certain quality standard consumers have in their mind when thinking about a certain company or brand name (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010; Keller, Apéria, & Georgson, 2012).

New extensions also permit consumers to seek variety and an already established brand name may increase the probability of customers trying a new product or service. In terms of costs, brand extensions can increase efficiency of promotional expenditures as research showed that with brand extension it is not necessary to focus on the parent brand and the extension but simply promoting the extension itself (de Ruyter & Wetzels, 2000). In succession, advertisement for a successful brand extension is likely to lead to a halo effect for the company by increasing the overall sales of the company and not only of the extension. Lastly, costs for developing a new brand are avoided (Keller, Apéria, & Georgson, 2012).

Regarding *feedback effects*, which are “the reciprocal impact of the brand extension on the parent brand” (Dwivedi, Merrilees, & Sweeney, 2010, p. 329) and can be either positive or negative, brand extensions help consumers to establish a clear picture of the meaning of a brand and define the kinds of markets in which a company competes. Therefore it is important that the brand meaning is not too narrow and can be expanded to new product or service opportunities. For example, the company L’Oréal stands for beauty and all new products and services that are launched on the market are identified by consumers as beauty products which helps to position new products and increase the value of the parent brand.

Furthermore, a successful brand extension can improve the image perception by fortifying associations in consumers’ minds and in this case also new favorable brand associations can be added (Martínez Salinas & Pina Pérez, 2009). Again, it is important that customers think that the company has the expertise to offer this service or product and that they are trustworthy by doing so.

Moreover, brand extensions can revitalize the brand as a whole and permit subsequent extensions as successful extensions already are forming a basis for further extensions (Keller, Apéria, & Georgson, 2012). With every successful brand extension, the parent

brand grows in strength and popularity (Rastogi, 2012). Of course, if executed poorly, brand extension can also have downsides which will be discussed in the following paragraphs.

Variety seeking can be seen as an advantage of brand extension, but it can also have a negative side in such a sense that customers can feel overwhelmed if there are too many offerings and therefore buy less. In a worst case scenario, the extension does not simply fail, but it also hurts the parent brand image and this leads to negative feedback effects. Even if successful, it can still diminish the identification with any one category or hurt the image if the extension seems to be inconsistent. Moreover, it can dilute the brand meaning of the parent brand.

Brand extensions also prevent the company from developing a new brand which may have been even more successful. The extension also has to be in line with the image of the parent brand which leads to a loss of flexibility (Keller, Apéria, & Georgson, 2012).

## **2.4. Feedback Effects**

As already stated above, brand extensions have the potential to change the brand schema consumers have about the parent brand (Dwivedi, Merrilees, & Sweeney, 2010) in either a positive or a negative way.

Such schemas include the knowledge consumers possess about a brand, its attributes and associations and are defined as “a cognitive structure that represents organized knowledge about a certain concept” (Romeo, 1991, p. 402). The theory argues that based on the degree of congruence between the consumers existing belief about a brand and the newly gained information after evaluating the extension, the brand schema changes. Three models try to explain these changes of schemas and were first established by Weber and Crocker in 1983. In detail, these models describe how inconsistent information is integrated into already established beliefs of a brand and how these are modified (Loken & Roedder John, 1993):

- the sub-typing
- bookkeeping and
- conversion model.

The first model, the subtyping model, states that incongruent information about a brand which differs from consumer's prior belief is seen as an exception and therefore saved in a separate category in their mind. This does not directly affect the beliefs about the parent brand (Gürhan-Canli & Maheswaran, 1998). Second, the bookkeeping model argues that all information is processed immediately and leads to a modification of the brand schema. The more incongruent the new information, the greater is the change of the brand schema in the mind of consumers (Gürhan-Canli & Maheswaran, 1998). Finally, the conversion model states that a schema of a brand changes when the information is extremely incongruent but that the change will be of less impact when the fit is higher (Gürhan-Canli & Maheswaran, 1998).

The subtyping and bookkeeping models are supported by many authors whereas the conversation model has received the lowest support in brand extension literature (Thorbjørnsen, 2005). Keller and Aaker (1992) found out that an average quality brand was evaluated more favorably if the extension was successful and had a high fit which is in line with the subtyping model. Vice versa, if the extension was unsuccessful this had no effect on the family brand. Also other studies show support for the subtyping and bookkeeping model. The willingness to process new information is determined by the level of motivation of the consumer. Gürhan-Canli and Maheswaran (1998) find support for the bookkeeping model if the motivation is high and the subtyping model is supported if motivation is low and therefore information with a high fit is likely to be evaluated more extreme.

To transfer these insights of brand schema changes to service extension, every service encounter leads to new information for the customer which they evaluate against the image of the parent brand (Völckner, Sattler, & Kaufmann, 2008). The question is how this information influences the parent brand image.

#### **2.4.1. Positive Feedback Effects**

Positive feedback effects can have a favorable impact on the brand image by widening the spectrum with which a certain product or service is normally related (Park, Jaworski, & MacInnis, 1986). Furthermore brand extensions offer the opportunity for companies to redefine their business by offering new extensions (Tauber, 1981). Generally, if the extension is in line with the parent brand image, this should increase the likelihood of positive feedback effects. Moreover, if the extension and the parent

brand can be placed into a new or specific category, this should also increase or at least do not harm the parent brand image (Milberg, 2001). The initial brand image represents the consumer's knowledge about the brand without any reference to the extensions. Such prior knowledge which is stored in brand schemas helps processing new and using present information. Consumers who already have a positive attitude toward a successful parent brand are also likely to accept the extension as the parent brand acts as an indicator for quality (Dwivedi, Merrilees, & Sweeney, 2010).

Taking account of the categorization theory, customers evaluate how consistent the extension is with the parent brand and thereby a successful evaluation depends on the degree of similarity (Loken & Roedder John, 1993; Boush & Loken, 1991). If a new extension does not fit under the established category, the category may have to be broadened. If consumers can find image-related associations consistent with the parent brand, this will help to establish positive feedback effects (Park, Milberg, & Lawson, 1991). Based on former studies regarding the influence of fit on feedback effects, a high fit extension is supposed to lead to positive feedback effects whereas a low fit should increase the risk that negative feedback effects may occur (Dwivedi, Merrilees, & Sweeney, 2010). Based on the work of Buil, de Chernatony and Hem (2009), a high fit is beneficial for the company in two ways as it helps the brand extension to be successful and furthermore similarity leads to positive feedback effects on the parent brand.

What has to be taken in mind especially with positive feedback effects and strong parent brands is the ceiling effect argument. This argument was first developed by Keller & Aaker (1992) and states that strong brands may not receive a positive feedback effect and are more likely to receive negative feedback because customers have high expectations concerning the extension in comparison to weaker brand names (Völckner, Sattler, & Kaufmann, 2008).

Regarding quality, if the extension is of higher quality than the parent brand, this should either improve the perceived quality of the parent brand or at least do not change the quality perception. On the other hand, if the extension is of low quality, this should have a negative effect on the parent brand quality perception and dilute the image (Völckner, Sattler, & Kaufmann, 2008). Such negative effects are discussed in the next paragraphs:

### **2.4.2. Negative Feedback Effects**

Although brand extensions are very popular, there are always concerns about the possible negative effects on the parent brand in the long run, like wearing out a brand name due to an unsuccessful brand extension. Especially when a brand extension is unsuccessful this may negatively affect the brand image as consumers redefine their perception about the brand (Loken & Roedder John, 1993). For firms which up to now only offer products like Samsung it should be even more difficult and riskier to offer services because such companies have no experience in providing services (Brown, Sichtmann, & Musante, 2011).

In brand extensions, consistency between the parent brand and the extension is important and can be broken down into two elements: fit and level of shared image attributes between the parent brand and the extension. Negative consequences are therefore even more likely, when the brand extends to a new category which is incompatible with the parent brand. Whether the bookkeeping or the subtyping model is supported depends on what is measured first. If the change in brand image attributes is measured first, the bookkeeping model is supported and if fit is measured first, the subtyping model is supported (Milberg, Park, & McCarthy, 1997). For example, Romeo (1991) observed that inconsistent or negative information about a brand extension which is similar to the parent brand supposable leads to a stronger dilution of the parent brand image than information about a low fit extension. This finding is in line with the subtyping model.

Thorbjørnsen (2005) argues that for strong brands it is even more likely that negative feedback effects occur because customers are more motivated to process incongruent information. If the extension has a low fit, new information is processed and stored in so called subtypes and therefore the negative feedback effects do not directly affect the original brand image. On the other hand, for high fit extensions new information is processed according to the bookkeeping model. Disregarding which model is supported in the worst case scenario a brand extension leading to a dilution of the parent brand image can ruin the brand image irrevocably by decreasing the positive brand attributes consumers have about the parent brand (Loken & Roedder John, 1993).

The risk that negative feedback effects will harm the parent brand is higher for well-known brands than for weaker brands (Thorbjørnsen, 2005). Also Völckner et al. (2008)

argue that a strong parent brand is more endangered to negative feedback effects as consumers have higher expectations regarding the extension. However, the impact of fit showed a lower impact in studies where other important information was given (Milberg, Park, & McCarthy, 1997), which is the case in this study as important quality assessment cues are provided.

Also Buil, de Chernatony and Hem (2009) showed that strong brands can be harmed by brand extensions as it is difficult to further enhance the image of an already strong brand and their already positive evaluation. Therefore, it is likely that strong brands suffer from negative feedback effects and as a consequence, unsuccessful extensions can lead to a dilution of the brand image.

To conclude this chapter, Völckner, Sattler & Kaufmann (2008) empirically showed that feedback effects no matter if positive or negative, diminish over time. One can say that a strong brand name can help an extension to be successful but on the other hand it is also likely that the extension may damage the image of the parent brand.

But feedback effects can only emerge after customers have experienced a service and compare their expectation against the actual service encounter experience which is discussed next.

### **2.4.3. Customer Satisfaction**

Customer satisfaction or dissatisfaction is the result of evaluating a certain service. To clarify the difference between service quality and satisfaction, Parasuraman, Zeithaml, and Berry (1985 & 1988) and Cronin and Tylor (1992) stated that perceived service quality is an antecedent of satisfaction. Nevertheless, both constructs have to be considered separately although they are closely related. Rust and Oliver (1994), named several differences between service quality and satisfaction (Taylor & Baker, 1994):

First, the dimensions that form the basis for the assessment of service quality are quite precise compared to satisfaction which does not have to be quality related. Second, to be able to assess whether a customer is satisfied or not, not only quality issues are taken into consideration but also for example needs. Third, to perceive service quality, customers do not have to experience the service beforehand but satisfaction can only result after experiencing the service.

Therefore it can be said that **customer satisfaction** is the result of customers' subjective comparison of the expected performance that they would like to receive with the actual and perceived performance (Meffert & Bruhn, 2009). This comparison can be described using the disconfirmation model illustrated below. Oliver (1980) already suggested that the outcome is judged against customers' expectations which can either lead to positive or negative disconfirmation.

The disconfirmation model consists of four components: "expectations, performance, disconfirmation and satisfaction" (Churchill, Jr. & Surprenant, 1982, p. 492). Expectations are opinions customers form before the actual performance takes place. The performance describes the completion of a task which is measured against the customers' expectations. Disconfirmation arises because the performance and the expectation differ. The degree of disconfirmation either leads to satisfaction or dissatisfaction. Satisfaction can be seen as an attitude as it comprises the sum of satisfying attributes (Churchill, Jr. & Surprenant, 1982).

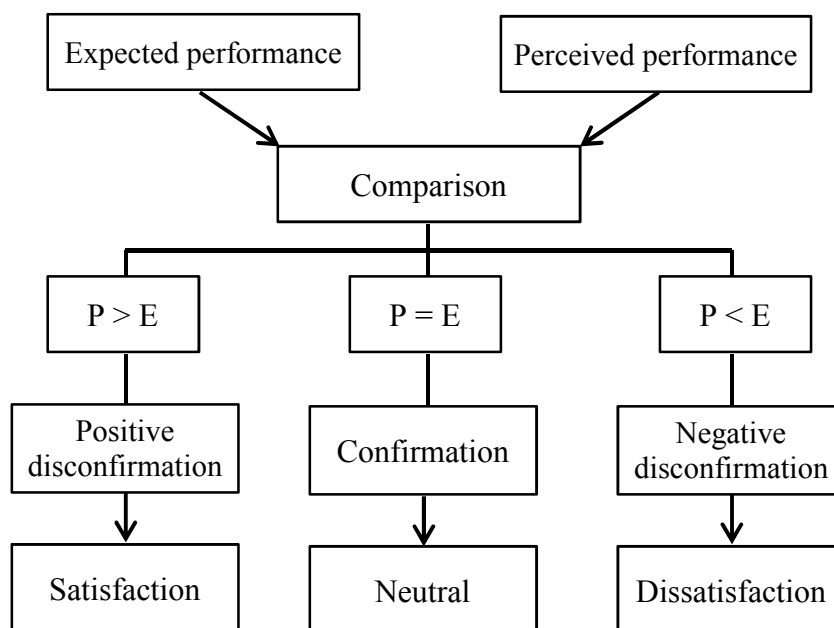


Figure 7: Disconfirmation Model (Hill, 1986; Erevelles & Leavitt, 1992; Walker, 1995)

As can be seen in figure 7, if the perceived performance is better than the expected performance it is supposed that this leads to satisfaction. On the contrary, if the expectations are higher than the perceived performance, customers are dissatisfied. If both are equal, the customer will be neutral about the service encounter because

customers only show positive or negative disconfirmation if a service experience is not seen to be incongruent with the expected service (Walker, 1995).

Although the customer satisfaction and positive as well as negative feedback effects have been discussed, the question remains how customer satisfaction influences feedback effects. Findings on reciprocal effects of brand extensions are controversial, as for example Keller and Aaker (1992) do not find any evidence that feedback effects exist, beside many other authors. Moreover, it seems that strong brands are resistant to images changes or dilution, which is supported by Romeo (1991) and again Keller and Aaker (1992). Another finding regarding strong brands confirms that even if consumers do not like the extension they still keep a positive image of the parent brand because they have more experience and beliefs about the parent brand than the extension. One explanation why the majority of earlier studies did not find any influence of feedback effects might be because of the lack of power of statistical programs. Lane & Jacobson (1997) on the other hand proved empirically that reciprocal effects exist which demonstrates that brands are not resistant to changes in their image after an extension has been launched.

Taking account of the work of Völckner et al. (2008), they propose it is likely that positive or no feedback effects on the parent brand arise when customers are satisfied with the service extension. According to the prior prerequisite, high customer satisfaction is based on an extension which is of high service quality. On the contrary, in case customer satisfaction is low it is more likely that negative feedback effects have an influence on the parent brand image. This is again in line with the findings of Völckner et al. (2008).

Therefore, the following hypotheses can be formulated:

**H1a: Customer satisfaction with a service extension has a positive influence on the post image evaluation of the parent brand.**

**H1b: Customer dissatisfaction with a service extension has a negative influence on the post image evaluation of the parent brand.**

Moreover, this master thesis suggests that the negative feedback effect on the parent brand image is stronger than the positive one, which is in line with prospect theory. In short this concept claims “that losses are weighted more heavily than gains” (Maxham

III & Netemeyer, 2002, p. 58). Another reason why negative information is evaluated stronger might be that negative cues are not as frequent as positive ones, which explains why they receive more attention (Romeo, 1991).

#### **2.4.4. Prospect Theory**

Nowadays, customers demand higher service quality than ever before. If customers are dissatisfied, companies have the chance to either restore customer satisfaction or the customer may never use the service again. Re-establishing satisfaction after a service failure is part of a service recovery process (Maxham III & Netemeyer, 2002; Smith, Bolton, & Wagner, 1999).

According to prospect theory which was developed by Kahneman and Tversky (1979), losses have a greater influence than gains. If this theory is applied and transferred to the service sector, it can be said that a negative service experience has a higher impact on satisfaction and purchase intention than a positive service experience.

Negative events are simply more notable for customers than positive ones which also diminish over time (Maxham III & Netemeyer, 2002). This can be explained by loss aversion of consumers. “Loss aversion likewise suggests that when a sequence goes from a gain to a loss, people will weigh the loss more heavily, making this sequence less attractive than a sequence going from a loss to a gain” (Maxham III & Netemeyer, 2002, p. 58).

If failures in the service delivery process occur, for example if the waiter in a restaurant is unfriendly, “customers experience a social loss” (Smith, Bolton, & Wagner, 1999, p. 360). To overcome such a failure, customers expect a social resource as compensation, which matches the type of failure they underwent, like an apology. If on the other hand customers experience an economic loss due to a failure in the service outcome which affects the core service, like for example a reserved hotel room is unavailable because of overbooking, they expect an economic resource as compensation (Smith, Bolton, & Wagner, 1999). In this sense, customers also evaluate certain recovery attributes like the response time to a customer complaint to re-establish justice. Again, the compensation has to match the resource as customers who were served by a rude waiter evaluate an apology higher than compensation in money to be contrary to an overbooked hotel room (Smith, Bolton, & Wagner, 1999).

With this inside, the second hypothesis is developed as follows:

**H2: The negative effect of a service failure on the post-image evaluation will be stronger than the positive effect of a positive service experience.**

Furthermore, many studies have focused on product extensions which are differently evaluated compared to service extensions as other aspects are important. Especially the findings regarding the fit are very diverse, and therefore it will be evaluated in more detail in a separate hypothesis:

According to literature the perception of fit has the highest influence on the occurrence of feedback effects on the parent brand image. However, it is mainly proven by several authors that the degree of fit has a direct influence on the extension evaluation (Aaker & Keller, 1990; van Riel, Lemmink, & Ouwersloot, 2001). According to van Riel et al. (2001), a high degree of fit between the parent brand and the extension leads to a direct positive evaluation of the extension evaluation which has again a direct influence on feedback effects.

Accordingly, Martinez et al. (2004) also propose that the higher the fit, the better the extension evaluation. Subsequently they have proven that the extension evaluation has a direct influence on feedback effects on the post-image of a brand. Therefore, the following conclusion can be drawn: The post-image is evaluated higher after a positive service extension scenario characterized by a high degree of fit is presented than after a positive service extension scenario characterized by a low degree of fit.

**H3a: Service satisfaction will have a stronger impact on the parent brand image in case the perceived fit between the parent brand and the service extension is high.**

The assumptions concerning the influence of fit on feedback effects is contradictory in literature, as most experts are convinced that a high fit leads to positive feedback effects (Keller & Aaker, 1992). However, according to Völckner, Sattler and Kaufmann (2008) a low degree of fit in negative scenarios leads to the opposite, namely that negative feedback effects on the post-image are stronger in case a low degree of fit exists. The reason for their assumption is that an extension with a low degree of fit might induce more diverse association than those with the parent brand and therefore can harm the parent brand image (Völckner, Sattler, & Kaufmann, 2008). Also Aaker and Keller

(1990) and Milberg et al. (1997) acknowledged that consumers could be critical concerning extensions which are outside of the company's core-competences.

Therefore, a different hypothesis for a low degree of fit and feedback effects is developed, which claims that the post-image scores lower after a negative service extension scenario characterized by a low degree of fit is presented in the questionnaire than after a negative service extension scenario characterized by a high degree of fit. This is tested with hypothesis 3b.

**H3b: A service failure will have a stronger impact on the parent brand image in case the perceived fit between the parent brand and the service extension is low.**

### 3. Methodology

#### 3.1. Research Design

The following figure shows the structure of the research design which helps to guide the study through the research process. The study is divided into three stages, two pretests and a final questionnaire, before conclusions about possible feedback effects can be drawn:

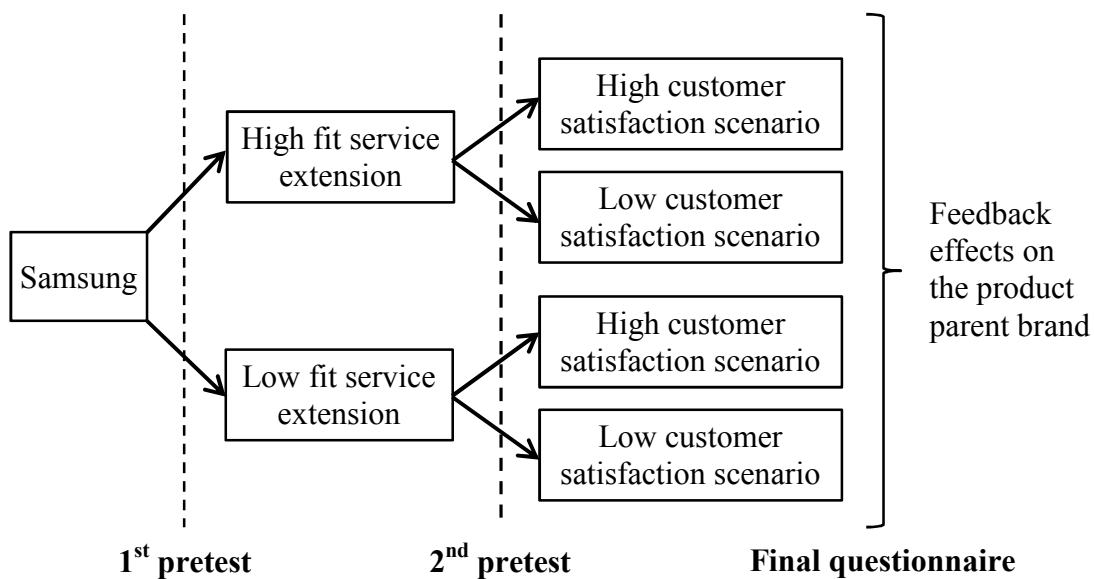


Figure 8: Research Design

As a starting point, Samsung is chosen as a product parent brand to launch hypothetical service extensions. Samsung is selected because according to the Forbes ranking of the most powerful brands, Samsung ranks as number 12 (Forbes, 2012) which makes sure that the brand is well known by consumers in Austria and can therefore easily be used as an exemplary product parent brand in the questionnaire. Furthermore, as examples for a service extensions characterized by a low degree of interaction and a low degree of tangibility are considered, the technology brand Samsung serves as a perfect example. As already Martinez et al. (2008), Aaker and Keller (1990) and many other researchers used real brands, also this study uses this approach as the aim of the questionnaire is to evaluate perceptions consumers have about a brand.

After deciding on the parent brand, two pretests have to be conducted before the final questionnaire can be designed as can be seen above in figure 8. With the help of the first

pretest, fictitious high and low fit service extensions are tested regarding their perceived fit to the brand Samsung. As already stated in the theoretical part, high fit extensions are supposed to lead to a more favorable evaluation of the parent brand as low fit extensions. The two fictitious service extensions found with the help of the first pretest are further on used as a starting point for the second pretest. Altogether four different service scenarios have to be composed and these will be tested according to their degree of service satisfaction.

## 3.2. Pretests

### 3.2.1. First Pretest

As already mentioned, the first pretest is conducted to find possible service extensions for the brand Samsung, one extension representing a high and the other a low fit service extension. To find potential extensions for Samsung, the table below is used. As already specified in the theoretical part, services can be evaluated regarding their degree of interaction and tangibility. For Samsung, services with a low degree of interaction and low degree of tangibility are analyzed, as low-contact services are gaining importance because of the possibilities the internet offers. Taking in mind the online-ticket service, especially such services increase the convenience for the customer as tickets can be bought at home. For a standard electronic insurance, also only little personal contact with the service provider is necessary. If damage occurs, this can be handled via phone or e-mail which decreases the personal contract with the service provider.

|             |                  | Interaction      |                                    |
|-------------|------------------|------------------|------------------------------------|
|             |                  | High interaction | Low interaction                    |
| Tangibility | High tangibility |                  |                                    |
|             | Low tangibility  |                  | Insurance<br>Online ticket service |

Figure 9: Tangibility/Interaction Matrix - Examples

Altogether ten fictitious service extensions are used as examples in this questionnaire, three representing a high fit, three a low fit, and four are used as disturbing factors to create variance while answering the questionnaire. All of these disturbing factors represent service extensions from the high interaction/high tangibility quadrant whereas the others represent services characterized by low interaction and low tangibility.

On the one hand, an insurance for electric equipment, a teleshopping channel and an app for a mobile city guide are used as high fit extensions for Samsung. On the other hand, an online music store, a mobile ticket service, and a mobile phone plan represent low fit extensions. The disturbing factors are an airline, a bar, a cooking class and a photographer.

First, respondents are asked if they actually know the brand because people who do not know the brand Samsung do not qualify to evaluate possible brand extensions. For the first question, a 7-point Likert scale is used, 1 meaning 'I do not know the brand' and 7 'I know the brand very well'. It is also asked via an open ended question which product respondents associate with Samsung and also how respondents evaluate the quality of Samsung, again using a 7-point Likert scale. The first two questions are screening question and are used to eliminate respondents who do not know the brand from the analysis as brand knowledge is essential to evaluate possible high and low fit service extensions. Next, respondents are asked to evaluate how they assess the quality of Samsung, again using the same 7-point Likert scale as with the first question.

The first part of the questionnaire, after the two screening questions and the quality question, starts with the question 'First of all, can you imagine that Samsung offers the following services?'. Respondents have to evaluate the following service extensions on a 7-point Likert scale, 1 representing 'very bad' and 7 'very good': airline, teleshopping, online music store, bar, insurance for electronic equipment, online ticket service, mobile phone plan, cooking class, photographer, mobile city guide (app).

Altogether two questions in the survey try to capture the perception of fit, both, category and image fit. The question measuring the category fit is stated as follows: 'How well do you think do the following services fit to the other products/services Samsung offers?'. To measure the image fit it is asked 'How well do you think do the following services fit to the brand Samsung in general?'. Again, a 7-point Licker scale is used.

In the second part of the first pretest, the degree of interaction between the customer and the service provider is measured, again using the same ten fictitious service extensions for Samsung and a 7-point Likert scale. Although the selected services are supposed to have a low degree of interaction, apart from the disturbing factors which represent high interaction, it still has to be verified if these services are perceived in the same way by the respondents.

The question starts with an example to make it easier for respondents to evaluate the service extensions regarding the degree of interaction: 'How high do you think is the interaction between the customer and the employee in the following service scenarios? For example: The degree of interaction at a hairdresser is very high since the customer has to be present all the time during the service delivery process so that the service can be provided by the employee. On the other hand, if you consider an online dictionary, the degree of interaction is very low since the customer and the employee do not have to be present at the same time or even be in the same place to provide and consume the service.'. A 7-point Licker scale is used, reaching from 1, 'no or little interaction' to 7, 'very high interaction' to evaluate the ten extensions.

The third and last part measures the degree of tangibility of the ten fictitious service extensions. Again this part tries to capture if the respondent has the same perception regarding the degree of tangibility of the service examples. In detail it is asked, how tactual/tangible the following services are. Tangible in this context means, that the service can either be seen, heard, tasted, felt or smelled. A child care facility for example has on the one hand tangible elements, like toys, sanitary facilities and mattresses where kids can relax. On the other hand, also intangible elements can be examined, like the child care itself, games that are played and songs which are sung. Again, a 7-point Likert scale is used to evaluate the service extensions on their degree of tangibility, 1 meaning the service is mainly intangible and 7, the service is mainly tangible.

#### **3.2.1.1. Results**

The first pretest was conducted in November 2012 and all together 20 respondents answered the questionnaire. The respondents were chosen using a judgmental sampling method as everybody who knows the brand Samsung qualifies to answer the questionnaire and no further conclusions are drawn on the basis of this small sample.

All 20 respondents which were asked knew the brand Samsung and scored very high on the brand familiarity question, namely on average 6.35 on the 7-point Likert scale, where 7 means I know the brand very well. Also the products respondents had in mind when thinking about Samsung were all products Samsung actually offers, like mobile phones or TVs for example. Therefore it can be guaranteed that respondents are familiar with the brand. The perceived quality of Samsung, which was measured with question 3, also scored very high on average with 6.25.

The analysis with SPSS showed that an insurance for electronic equipment as a service extension has the highest category fit (5.50). On the other hand as a low fit extension - without taking into consideration the disturbing factors - an online ticket service indicated the lowest category fit (2.60). Talking about image fit, again the insurance scored the highest (5.55) and the online ticket service the lowest (2.75) off all possible high and low fit extension, excluding again the disturbing factors.

Continuing the analysis with the second part, namely the interaction, the insurance scored on average 3.35 and the mobile ticket service scored 2.85. These scores are characteristic for both extensions as there is nearly no interaction between the customer and the employee during these service delivery processes. The four disturbing factors were all evaluated very high which is reasonable as all were chosen from the high interaction/high tangibility quadrant from the matrix represented above.

Lastly, the tangibility dimension was measured. Again, the insurance (1.65) and the online ticket service (3.00) scored very low compared to the disturbing factors representing high tangibility extensions and therefore represent perfect examples for a high and a low service extension.

The mean values for every service extension regarding the fit can be found in the table below and are ranked according the mean values for the category fit. All other values including the degree of interaction and the degree of tangibility can be found in the appendix.

|                                  | category fit: mean value | image fit: mean value |
|----------------------------------|--------------------------|-----------------------|
| insurance for electric equipment | 5.50                     | 5.55                  |
| mobile city guide (app)          | 5.15                     | 5.05                  |
| mobile phone plan                | 4.70                     | 4.85                  |
| online music store               | 4.65                     | 4.80                  |
| tele shopping                    | 3.60                     | 3.75                  |
| photographer                     | 2.80                     | 3.05                  |
| online ticket service            | 2.60                     | 2.75                  |
| airline                          | 1.60                     | 1.84                  |
| bar                              | 1.55                     | 1.60                  |
| cooking class                    | 1.25                     | 1.15                  |

Table 1: First Pretest: Results for Fit

### 3.2.2. Second Pretest

Using the extensions found with the help of the first pretest as a starting point, fictitious service scenarios are composed which represent high and low customer satisfaction. To influence the perceived service extension experience, mainly the service outcome and to a lesser degree the interaction in case of the insurance.

In the beginning of the questionnaire, the same screening questions as in the first pretest are used to guarantee that the respondents know the brand and also the quality perception is measured again, using the same 7-point Likert scales as with the first pretest.

Following, a scenario, either representing high or low fit and low or high customer satisfaction, is presented. The scenarios are written in a third person perspective representing test reports in an online forum, as with an electronic brand like Samsung it is likely that customers would actually inform themselves on the internet or read in a forum about a service Samsung offers. Also, especially in the case of an online ticket service, this service can only be conducted via the internet and also the insurance can be negotiated online.

After reading the scenarios which can be found in the appendix, the respondents were asked to evaluate the perceived service quality of Samsung in the presented scenario,

their level of satisfaction and if they would use the service again. To answer these three questions, a 7-point Likert scale is used where 1 represents low and 7 high quality/satisfaction/willingness to use the service again.

### **3.2.2.1. Results**

The second pretest was conducted in December 2012 and January 2013 and again a judgmental sampling method was used as only the customer satisfaction is analyzed and again no further deductions are drawn. On one questionnaire, two scenarios were imprinted and all together 20 respondents were asked.

The developed scenarios lead to the expected results, namely that respondents rate the supposed high customer satisfaction scenario on average much higher than the low customer satisfaction scenario on all measures which were sampled in the questionnaire: service quality, service satisfaction, and the willingness to try the service once again. The exact values for the perception of quality and satisfaction are presented in the tables below. Values including the standard deviation can be found in the appendix.

Therefore, the two scenarios can be used in the final questionnaire as it was proven that the high service quality scenario results in satisfaction and vice versa, the low service quality lead to customer dissatisfaction. The results of the second pretest are also in line with the findings of Parasuraman, Zeithaml, & Berry (1985, 1988) which stated that perceived service quality is an antecedent of customer satisfaction.

|                              | <b>brand quality perception:<br/>mean values</b> | <b>service quality perception:<br/>mean values</b> |
|------------------------------|--------------------------------------------------|----------------------------------------------------|
| <b>high fit/high quality</b> | 5.80                                             | 6.50                                               |
| <b>high fit/low quality</b>  | 5.50                                             | 2.10                                               |
| <b>low fit/high quality</b>  | 5.50                                             | 6.00                                               |
| <b>low fit/low quality</b>   | 5.80                                             | 1.90                                               |

Table 2: Second Pretest: Results for Quality

|                              | <b>service satisfaction:<br/>mean values</b> | <b>would use service again:<br/>mean values</b> |
|------------------------------|----------------------------------------------|-------------------------------------------------|
| <b>high fit/high quality</b> | 6.80                                         | 6.50                                            |
| <b>high fit/low quality</b>  | 1.70                                         | 1.40                                            |
| <b>low fit/high quality</b>  | 6.40                                         | 6.30                                            |
| <b>low fit/low quality</b>   | 1.80                                         | 1.50                                            |

Table 3: Second Pretest: Results for Satisfaction

### 3.3. Sample and Sampling Procedure

The conducted study is a descriptive research with the aim to verify insights and to make specific predictions by determining how often a specific behavior or outcome occurs. Therefore a questionnaire is used as survey sampling is an appropriate way to measure certain characteristics of respondents (Churchill & Iacobucci, 2002; MarketingPower, 2013).

The population of the survey is defined as Austrian residents who are older than 18 years and know the brand Samsung. Hence, the geographical scope of this master thesis focuses on Austria.(Craig & Douglas, 2005).

The data is collected using a quota sampling methods, which is a nonprobability sample. Quota sampling refers to selecting elements of different subsets of the population according to certain characteristics like age or gender as it can be seen in the table presented below (Wilson, 2006; Churchill & Iacobucci, 2002). With this method it is guaranteed that every scenario is evaluated by respondents with the same characteristics.

|        | 18-29 years                       | 30-49 years                       | 50+ years                         |
|--------|-----------------------------------|-----------------------------------|-----------------------------------|
| male   | 5 per scenario<br>=20 respondents | 5 per scenario<br>=20 respondents | 5 per scenario<br>=20 respondents |
| female | 5 per scenario<br>=20 respondents | 5 per scenario<br>=20 respondents | 5 per scenario<br>=20 respondents |
|        | <b>40 respondents 18-29</b>       | <b>40 respondents 30-49</b>       | <b>40 respondents 50+</b>         |

Table 4: Age and Gender Split

The data for this study was collected in December 2012 and January 2013. Altogether, 129 respondents were asked – whereas 9 had to be eliminated from the analysis as will be explained later on in the analysis chapter – and the data was collected with the help of a paper and pencil questionnaire.

### 3.4. Development of the Questionnaire

All together four different versions of the questionnaire had to be developed, each using a different scenario:

- **VERSION 1:** insurance as **high fit** extension used in a **high customer satisfaction** scenario
- **VERSION 2:** insurance as **high fit** extension used in a **low customer satisfaction** scenario
- **VERSION 3:** online ticket service as **low fit** extension used in a **high customer satisfaction** scenario
- **VERSION 4:** online ticket service as **low fit** extension used in a **low customer satisfaction** scenario

In the first part, the questionnaire measures the brand image and the quality of Samsung. Moreover, the perception of fit is measured using a multi-item scale and also the quality perception of the service extension is measured, followed by the service extension scenario. The second part starts with a question checking the validity of the

presented scenario, followed by measures related to the service quality and the customer satisfaction. In the end, the parent brand quality is measured again using several multi-item scales and the demographic profile of the respondents is surveyed.

### **3.4.1. Measures**

All multi-item scales which are used in this questionnaire are based on existing scales. By contrast, question 1 is an open ended question and asked as follows: ‘Which product do you associate with the brand Samsung?’. The brand familiarity measure by Diamantopoulos et al. (2005) is used in question 2, and reads ‘How familiar are you with the brand Samsung?’. These two questions are used as screening questions. Respondents who associate a product with Samsung that is not actually offered by the brand and/or score low on the multi-item scale are eliminated from the analysis.

Further on, the brand image is measured in two ways: Question 3 and 4 measure the image as a perception of brand quality and question 5 measures the image via brand personality. In detail, question 3 states ‘How do you rate the quality of the brand Samsung?’, and this question is measured by a 7-point Likert scale. The higher respondents score on this question, the better they evaluate the quality of the brand Samsung. Question 4 uses a brand quality measure developed by Völckner and Sattler (2006) and Yoo, Donthu and Lee (2000) and asks the respondents ‘How well do the following statements apply to the brand Samsung?’.

A semantic differential based on a brand personality measure developed by Mahnik & Meyerhofer (2006) is used in question 5. Hereby, several adjectives are used to measure the image, which fall into five dimensions: sincerity, excitement, competency, sophistication and persistence. The question reads as follows: ‘Please indicate on the following scale how you perceive the brand Samsung:’.

Furthermore, as already tested in the first pretest, the fit is measured again in question 6 using a multi-item scale by Taylor & Bearden (2002) and Völckner & Sattler (2006): ‘To what extent do you agree with the following statements?’

Question 7 measures the hypothetical extension evaluation by using a multi-item measure for quality by Taylor and Bearden (2002), asking ‘If the brand Samsung would offer this extension, it would be...’.

Following, the service scenario is presented to the respondents. To check how realistic the above presented scenario is, question 8 uses a measure for validity developed by Bilstein, Hogreve, Fahr, & Sichtmann (2012) and asks ‘How realistic do you perceive the following scenario?’.

Question 9 is similar to question 7, only that now the extension evaluation is assessed after the respondent has already read the scenario. Therefore the same measure as with question 7 is used, namely again the multi-item measure for quality by Taylor and Bearden (2002).

The customer satisfaction with the extension is measured in question 10 by a multi-item scale developed by Homburg, Koschate and Hoyer (2005): ‘How satisfied do you think was the consumer?’.

Question 11 and 12 again measure the brand quality using it as an indicator for the brand image. Therefore the same measures as with question 3 and 4 are used, only that now the respondents evaluate the quality while considering the service quality presented in the scenario. Also the brand personality is measured again to compare the pre- and post-brand personality evaluation of the respondents after reading the scenario. Therefore, the same semantic differential as in question 5 is used to evaluate if feedback effects occur or not.

In case the questions relating to the image of Samsung show no significant results, question 14, ‘Did your attitude toward the brand Samsung change after reading the service scenario?’, and question 15, ‘If yes, to what extend did your attitude change?’, are used. Question 14 is simply a yes or no question and question 15 is quantified using a 7-point Likert scale, 1 meaning that the attitude changed in a negative way and 7 that the brand attitude changed in a positive way.

The last questions deal with the demographic profile of the respondents and are needed for statistical reasons and further analysis, including education, profession, income, nationality, gender, age and residence.

The table presented below summarizes again the questions and the multi-item measures which are used in the questionnaire. A more detailed description of how the questionnaire is coded and which scales are used in the analysis can be found in the appendix.

|                             | <b>Question</b>                                                                       | <b>Multi-Item Measures</b>                                            |
|-----------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| <b>Q1</b>                   | Which product do you associate with the brand Samsung?                                |                                                                       |
| <b>Q2</b>                   | How familiar are you with the brand Samsung?                                          | Brand familiarity<br>(Diamantopoulos, Smith, & Grime, 2005)           |
| <b>Q3</b>                   | How do you rate the quality of the brand Samsung?                                     |                                                                       |
| <b>Q4<br/>&amp;<br/>Q12</b> | How well do the following statements apply to the brand Samsung?                      | Brand quality<br>(Völckner & Sattler, 2006; Yoo, Donthu, & Lee, 2000) |
| <b>Q5<br/>&amp;<br/>Q13</b> | Please indicate on the following scale how you perceive the brand Samsung:            | Brand personality<br>(Mahnik & Meyerhofer, 2006)                      |
| <b>Q6</b>                   | To what extent do you agree with the following statements?                            | Fit<br>(Taylor & Bearden, 2002; Völckner & Sattler, 2006)             |
| <b>Q7<br/>&amp;<br/>Q9</b>  | If the brand Samsung would offer this extension, it would be...                       | Extension evaluation<br>(Taylor & Bearden, 2002)                      |
| <b>Q8</b>                   | How realistic do you perceive the following scenario?                                 | Validity<br>(Bilstein, Hogreve, Fahr, & Sichtmann, 2012)              |
| <b>Q10</b>                  | How satisfied do you think was the consumer?                                          | Satisfaction<br>(Homburg, Koschate, & Hoyer, 2005)                    |
| <b>Q11</b>                  | After reading the scenario, how do you rate the quality of the brand Samsung?         |                                                                       |
| <b>Q14</b>                  | Did your attitude toward the brand Samsung change after reading the service scenario? |                                                                       |
| <b>Q15</b>                  | If yes, to what extent did your attitude change?                                      |                                                                       |

Table 5: Questions and Multi-Item Measures Used in Final Questionnaire

## 4. Analysis

In total 129 respondents had been asked and after data cleaning 120 respondents are included in the final data analysis. Respondents are excluded due to lack of brand familiarity, missing questions and inconsistent answers. Out of these 120 respondents, 4 types of questionnaires have been distributed, where one scenario was evaluated by 30 respondents.

The following table shows the exact distribution of the respondents, subdivided into the four versions of the questionnaire:

| Version | Scenario                    | Age     | Male    | Female    |
|---------|-----------------------------|---------|---------|-----------|
| 1       | High fit, high satisfaction | 18 – 29 | 5       | 5         |
|         |                             | 30 – 49 | 5       | 5         |
|         |                             | 50 +    | 5       | 5         |
| 2       | High fit, low satisfaction  | 18 – 29 | 5       | 5         |
|         |                             | 30 – 49 | 5       | 5         |
|         |                             | 50 +    | 5       | 5         |
| 3       | Low fit, high satisfaction  | 18 – 29 | 5       | 5         |
|         |                             | 30 – 49 | 5       | 5         |
|         |                             | 50 +    | 5       | 5         |
| 4       | Low fit, low satisfaction   | 18 – 29 | 5       | 5         |
|         |                             | 30 – 49 | 5       | 5         |
|         |                             | 50 +    | 5       | 5         |
|         |                             |         | 60 male | 60 female |

Table 6: Distribution of Respondents per Version

### 4.1. Data Cleaning and Descriptive Statistics

Concerning the question which product consumers associate with Samsung, no respondent was excluded from the analysis as all respondents listed appropriate products actually offered by Samsung. In general, respondents are quite familiar with the brand Samsung. On a 7-point Likert scale, respondents score on average 4.7 on the multi-item scale for brand familiarity.

However, altogether 8 respondents who scored below 2 on the brand familiarity measure had to be excluded from the subsequent analysis and are also already excluded from the mean value for brand familiarity stated above. Regarding consistent answering, one more respondent was excluded as this person evaluates nearly every question with '4' on the 7-point Likert scales. To summarize the data cleaning, a total of 9 respondents were excluded from the analysis.

In the following, the demographic variables are discussed. The equal gender split is a consequence of the chosen quota sampling method. On average, respondents are 38 years old and most of them live in an urban area (73%). The vast majority of the respondents is Austrian (94%), and earn on average between 1.551 and 2.500 Euros per month, net. 64% of the respondents are employed, followed by 28% which are students, 4% are already retired beside other entries concerning the professional background. Regarding the level of education, 45% have a university degree, 35% A-level, 19% have an apprenticeship as highest level of education and one respondent has completed compulsory school.

## 4.2. Reliability and Validity

To be able to sum up the multi-item measures used in this questionnaire, Cronbach's Alpha is calculated beforehand to check the reliability. For every measure which can be seen in the following table, Cronbach's Alpha was above 0.9, which is very good and means that every measure can be used in the analysis.

| <b>Multi-Item Measure</b> | <b>Cronbach's Alpha</b> |
|---------------------------|-------------------------|
| Familiarity               | 0.938                   |
| Brand Quality Before      | 0.922                   |
| Fit                       | 0.955                   |
| Service Quality Before    | 0.932                   |
| Validity                  | 0.907                   |
| Service Quality After     | 0.960                   |
| Satisfaction              | 0.969                   |
| Brand Quality After       | 0.964                   |

Table 7: Reliability Checks – Cronbach's Alpha

To check whether the scenarios are valid or not, question 8 is analyzed. On a 7-point Likert scale, where 1 means ‘I totally disagree’ and 7 means ‘I totally agree’ respondents scored on average 5.8 on both questions used in the multi-item measure for validity which is satisfactory. The exact values for each version can be found in the appendix, but all versions show nearly the same results as the overall validity check in the table presented below:

| Measure for Validity                                        | Mean | SD   |
|-------------------------------------------------------------|------|------|
| It was easy for me to imagine the described situation       | 5.75 | 1.59 |
| I was able to put myself into the described scenario easily | 5.88 | 1.55 |

Table 8: Validity Checks

### 4.3. Manipulation Checks

Although fit and customer satisfaction were already verified in the pretests, the same results still have to be obtained in the final questionnaire. Therefore some manipulation checks are conducted.

Regarding the perception of fit, a high fit between the extension and the parent brand - in this thesis the insurance - should be evaluated better than the low fit extension, namely the online ticket service. This is in line with the findings of Buil, de Chernatony & Hem (2009) and Aaker & Keller (1990) who also say that high fit extensions should be evaluated better by the respondents than low fit extensions. Therefore both high fit extensions have to differ significantly from the low fit service extensions.

An independent t-test shows that the two scenarios, namely the insurance and the online ticket service scenarios, differ significantly from each other. The version is used as the independent variable and as the dependent variable the measure for fit is used for manipulation check purposes.

On average, the combined high fit scenario ( $M=4.02$ ,  $SE=0.21$ ) are rated higher than the two combined low fit scenarios ( $M=2.58$ ,  $SE=0.18$ ). The difference is significant  $t(115.777) = 5.110$ ,  $p < 0.05$  with an effect size  $r = 0.43$ .

Next, also both high and low customer satisfaction scenarios have to differ significantly from each other. Satisfaction results from the confirmation of pre-consumption

expectations of the service. Confirmation in this context means that the service is better or at least equally good as expected. On the contrary, dissatisfaction results from the disconfirmation of expectations towards the service. Disconfirmation hereby means that the service is worse than expected and therefore the customer is dissatisfied (Oliver, 1980; Walker, 1995).

Summarizing both scenarios with high customer satisfaction and comparing them with both low customer satisfaction scenarios, the positive ones ( $M=6.28$ ,  $SE=0.15$ ) score on average higher than the negative scenarios ( $M=2.12$ ,  $SE=0.19$ ). The difference is significant  $t(118) = 17.235$ ,  $p < 0.05$  with an effect size  $r = 0.85$ . Also in this analysis the versions represent the independent variable, and the measure for the satisfaction after reading the scenario is used as the dependent variable.

#### 4.4. Analysis of Hypotheses

The following table summarizes which measures are used as dependent and independent measures in the analysis:

| Measure                                                                                                                                                                                                                                                                                                                 | Cronbach's Alpha                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| <b>Dependent variable in H1 (7-point scales)</b> <ul style="list-style-type: none"> <li>Brand quality before and total quality before</li> <li>Brand quality after and total quality after</li> </ul>                                                                                                                   | $\alpha = 0.922$<br>$\alpha = 0.964$ |
| <b>Dependent in H2 (7-point scales)</b> <ul style="list-style-type: none"> <li>Absolute change in brand quality and total brand quality perception before (post – pre-quality evaluation)</li> <li>Absolute change in brand quality and total brand quality perception after (post – pre-quality evaluation)</li> </ul> | $\alpha = 0.922$<br>$\alpha = 0.964$ |
| <b>Dependent in H3 (7-point scales)</b> <ul style="list-style-type: none"> <li>Change in brand quality and total brand quality perception before (post – pre-quality evaluation)</li> <li>Change in brand quality and total brand quality perception after (post – pre-quality evaluation)</li> </ul>                   | $\alpha = 0.922$<br>$\alpha = 0.964$ |
| <b>Independent variables</b> <ul style="list-style-type: none"> <li>Versions of questionnaire               <ol style="list-style-type: none"> <li>high fit/high quality</li> <li>high fit/low quality</li> <li>low fit/high quality</li> <li>low fit/low quality</li> </ol> </li> </ul>                                |                                      |

Table 9: Dependent and Independent Measures Used in Analysis

In order to analyze H1, a paired samples t-test is conducted. Therefore version 1, the insurance with high customer satisfaction, and version 3, the online ticket service with high satisfaction are combined. To test the change in the image evaluation of the respondents, the measures for the brand quality before and the brand quality after are analyzed using them as dependent variable whereas the version represents the independent variable in this analysis.

For version 1 and 3, the brand quality before ( $M=4.96$ ,  $SE=0.17$ ) is on average evaluated lower than brand quality after ( $M=5.39$ ,  $SE=0.15$ ). The difference is significant  $t(59) = -3.827$ ,  $p < 0.05$  with an effect size  $r = 0.48$ .

Conducting the same analysis with the measure for the total brand quality as a dependent variable, no significant results can be found. This result could be explained by the ceiling effect argument as due to the high quality perception of Samsung it is difficult to even increase the quality after experiencing a positive service. On average, the brand quality before ( $M=5.55$ ,  $SE=0.14$ ) is only slightly lower than the total brand quality after ( $M=5.77$ ,  $SE=0.14$ ) with  $t(59) = -1.820$ ,  $p > 0.074$ .

Still, H1a is supported for the versions representing high customer satisfaction and analyzing the multi-item measure for brand quality.

For version 2 and 4, the negative customer satisfaction scenarios, the brand quality before ( $M=4.87$ ,  $SE=0.15$ ) is on average evaluated higher than brand quality after ( $M=3.71$ ,  $SE=0.21$ ). The difference is significant  $t(59) = 6.304$ ,  $p < 0.05$  with an effect size  $r = 0.63$ .

Again, the total quality measure is also analyzed. The total quality before, of the negative customer satisfaction scenarios, is on average evaluated higher ( $M=5.50$ ,  $SE=0.12$ ) than the total quality after ( $M=4.17$ ,  $SE=0.21$ ). The difference is significant  $t(59) = 7.518$ ,  $p < 0.05$  with an effect size  $r = 0.70$ .

To conclude, also H1b is supported for the customer dissatisfaction scenarios used in the questionnaire.

If respondents are directly asked if their perception has changed, the same conclusion as before can be drawn and H1a and H1b are again supported. The table below shows the exact values for the analysis of question 14 and 15 in the questionnaire.

|                        | <b>Version 1 and 3<br/>High customer satisfaction</b> | <b>Version 2 and 4<br/>Low customer satisfaction</b> |
|------------------------|-------------------------------------------------------|------------------------------------------------------|
| Perception has changed | yes: 38.3%<br>no: 61.7%                               | yes: 60.0%<br>no: 40.0%                              |
| If yes                 | M = 5.39<br>SD = 1.37                                 | M = 2.50<br>SD = 1.11                                |
|                        | <b>Positive change</b>                                | <b>Negative change</b>                               |

Table 10: Change in Quality Perception

To test hypothesis 2, an independent samples t-test is conducted, comparing the high customer satisfaction scenarios represented in version 1 and 3, with the low customer satisfaction scenarios from versions 2 and 4. The image is first measured using the total quality perception and second, the brand quality measure is used.

To be able to compare the negative and positive effect using the values of the total quality perception, a new value has to be computed in Excel, subtracting the total quality after from the total quality before. As not the direction of the change is important, absolute values are taken for this new variable which is again copied into the SPSS file. The same was done for computing a new variable for the brand quality measure.

Comparing the positive scenarios with the negative scenarios using the total quality measure, the independent t-test shows the following results in which the version is used as the independent variable and the measure for quality represents the dependent variable.

Version 1 and 3, the positive scenarios for the total quality measure, score on average lower ( $M=0.58$ ,  $SE=0.10$ ) than the negative scenarios from version 2 and 4 ( $M=1.37$ ,  $SE=0.17$ ). The customer satisfaction scenarios differ significantly from the customer dissatisfaction scenarios,  $t(118) = -3,960$ ,  $p < 0.05$  with an effect size  $r = 0.34$ .

Comparing the positive scenarios with the negative scenarios using now the multi-item measure for the brand quality, the independent t-test shows again significant results for all versions.

Version 1 and 3, the positive scenario, score on average lower ( $M=0.66$ ,  $SE=0.09$ ) than the negative scenarios from version 2 and 4 ( $M=1.35$ ,  $SE=0.16$ ). The versions differ significantly from each other,  $t(118) = -3.693$ ,  $p < 0.05$  with an effect size  $r = 0.32$ .

Summarized, H2 is supported after comparing the results of the different satisfaction scenarios.

To test hypothesis H3a, version 1 and 3 are compared, namely the low and high fit scenarios representing high customer satisfaction. To be able to analyze if the positive service experience effects are stronger in a high fit scenarios, the measure for brand quality and the total quality value are used again as with hypothesis 2. But now, not the absolute values are taken but the real values, as also the direction of the change is important to consider.

Analyzing both measures for quality with an independent t-test in which the versions are used as the independent variable and quality serves as the dependent variable, no significant differences in the level of satisfaction can be found.

Therefore, H3a cannot be supported.

Hypothesis 3b now takes the negative low and high fit scenarios from version 2 and 4, again testing the image using the measure for the change in brand quality and the change in total quality. Conducting the same analysis as with H3a, again, no significant differences can be found, which means that also H3b cannot be supported.

To briefly summarize the findings for the main hypotheses, the hypothesis focusing on customer satisfaction as well as the prospect theory are supported. Analyzing the data in respect to the perception of fit, hypothesis H3 showed no significant result.

## **4.5. Additional Analysis**

The main analysis focuses on the change in the brand image perception after customers experienced the service and investigates the occurrence of feedback effects. This additional analysis examines the impact of fit, quality and image on the extension evaluation without any further reference to the change in the brand image perception or feedback effects.

As fit does not have an influence on the occurrence of feedback effects as found out in the main analysis, it is analyzed if there is any influence of fit at all by having a closer look on the evaluation of the service extensions.

Therefore, question 9 is analyzed, namely the service extension evaluation after respondents read the scenario. An independent t-test is conducted, using the version as independent variable and the service quality after as dependent variable.

First, version 1 and 3, which are the positive high and low fit scenarios, are analyzed. Here it can be seen that version 1, representing the insurance ( $M=4.97$ ,  $SE=0.26$ ) and version 3, representing the online ticket service ( $M=5.00$ ,  $SE=0.31$ ) do not show a significant difference. The versions therefore do not differ from each other,  $t(56.302) = -0.82$   $p > 0.9$ .

The same outcome can be confirmed comparing version 2 and 4, which are the negative high and low fit scenarios. Version 2 ( $M=2.80$ ,  $SE=0.26$ ) and version 4 ( $M=2.16$ ,  $SE=0.22$ ) also show no significant difference, with  $t(56.244) = 1.873$ ,  $p > 0.06$ .

Now it is evaluated if quality has an influence on the evaluation of the service extension, by evaluating question 9, the extension evaluation after respondents have read the scenario. Again an independent t-test is conducted where the version is used as the independent variable and the service quality after represents the depending variable in this analysis. To compare the high and low customer satisfaction scenarios with each other, version 1 and 3 as the high customer satisfaction scenarios, and version 2 and 4 as the low customer satisfaction scenarios are compared.

The high customer satisfaction scenarios ( $M=4.98$ ,  $SE=0.21$ ) and the low customer satisfaction scenarios ( $M=2.48$ ,  $SE=0.18$ ) differ significantly from each other, with  $t(115.658)=9.342$ ,  $p < 0.05$  and an effect size  $r = 0.66$ .

To evaluate if the service extension has an impact on the parent brand image the brand quality before is used as the initial brand image of Samsung. To assess if the image of the brand Samsung increases or decreases when customer hear for the first time that Samsung launches an extensions, the brand extension evaluation before is analyzed. Respondents are asked to evaluate this question before reading the scenario and therefore it is guaranteed that the manipulated quality does not influence this analysis.

There is a positive relationship between the initial brand image and the brand extension evaluation before,  $r = 0.35$ ,  $p < 0.05$ .

## 5. Results and Findings

In line with the findings of Völckner et al. (2008), customer satisfaction with a service extension has a positive influence on the post image evaluation of the parent brand. Vice versa, when talking about customer dissatisfaction with a service extension, negative feedback effects occur. The results of the change in brand quality perception are illustrated in figure 10. The high satisfaction scenarios are evaluated better after respondents have read the scenarios. On the other hand, respondents who have read the low satisfaction scenarios evaluated the quality afterwards lower than before. These findings emphasize the importance of customer satisfaction in evaluating service extensions.

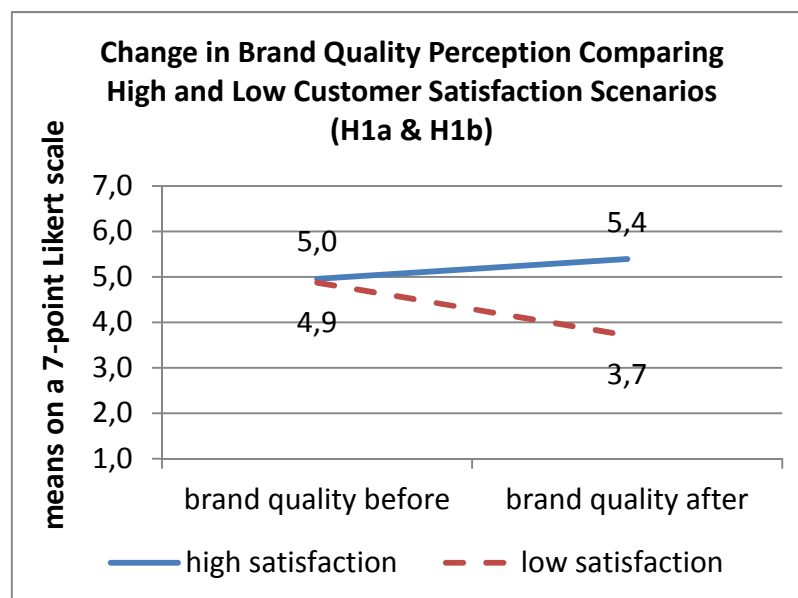


Figure 10: Results H1

Considering prospect theory, the analysis showed that the negative feedback effects of a service failure on the post-image evaluation are stronger than the positive ones. Also this finding is illustrated in figure 10 and underlines the importance of service quality in the evaluation of the parent brand image.

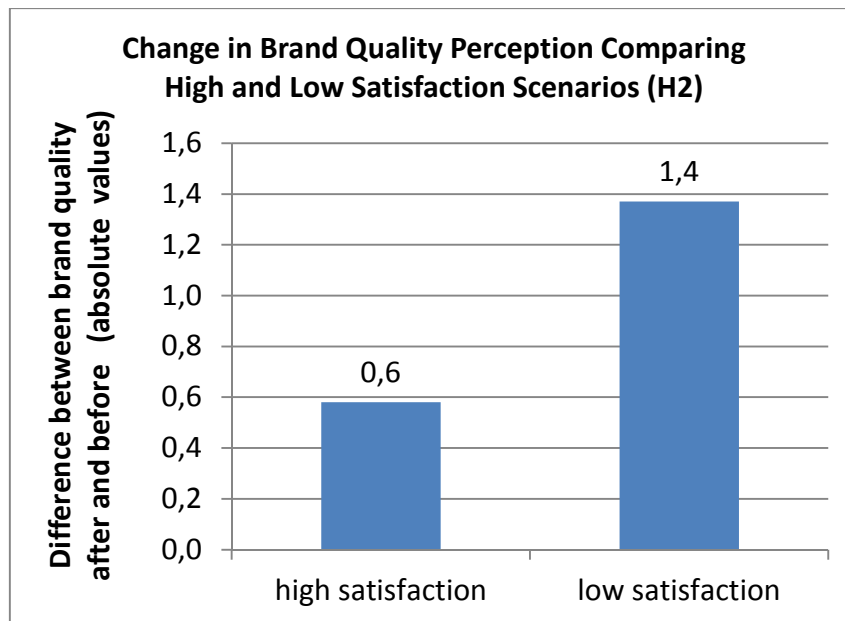


Figure 11: Results H2

Although many authors suggest that fit has the highest influence on the occurrence of feedback effects, this cannot be supported taking in mind the study on hand. Furthermore, it is shown that also the degree of fit has no direct influence on the evaluation of the service extension. Neither does service satisfaction have a stronger impact on the parent brand image in case of high fit service extension nor does a service failure have a stronger impact on the parent brand image in case the perceived fit between the parent brand and the service extension is low (Buil, de Chernatony, & Hem, 2009).

To sum up the additional analysis regarding the influence of image, quality and fit on the evaluation of the service extension, quality has an influence on the evaluation of the service extension but fit does not. Regarding the image, a positive correlation between the initial brand image and the brand extension can be reported.

## 6. Discussion

This master thesis contributes to the knowledge of brand extension and provides a completely new perspective by analyzing asymmetric extensions, whereby services are analyzed regarding their feedback effects on the image of the parent product brand.

In general, feedback effects exist but regarding the importance of fit, which seems to be the main driver for feedback effects taking into consideration the work of Aaker & Keller (1990), Martínez Salinas & Pina Pérez (2008) or Völckner & Sattler (2006), quality or customer satisfaction apparently have a much greater impact on the occurrence of feedback effects. This finding regarding the importance of quality is partly in line with a more recent study of Völckner et al. (2010) who also noticed that quality has the strongest influence on the evaluation of the parent brand quality, without any further reference to feedback effects.

Moreover, quality does not only have a higher impact on the occurrence of feedback effects than fit, but quality is also more important when evaluating the service extension where fit also showed no significant influence at all. Again, Völckner et al. (2010) came to the same conclusion, namely that the quality or more precisely the parent brand quality is the main driver for a successful service brand extension.

Customer satisfaction which describes a high quality service scenario has a positive influence on the evaluation of the parent brand image and therefore leads to positive feedback effects. When the extension doesn't live up to the high quality expectations customers have about the parent brand, this leads to negative feedback effects. The findings moreover showed that a dissatisfying service experience intensifies a negative feedback effect which emphasizes the importance of achieving high service quality. Therefore customer satisfaction is the most important driver of feedback effects which completely changes the knowledge about service extension evaluations as customer satisfaction or service quality have not been considered so far.

These insights are also in line with the findings of Parasuraman, Zeithaml, & Berry, 1985 & 1988 and Cronin & Tylor, 1992 who argue that service quality is an antecedent of satisfaction. Thereby, customer satisfaction results from one particular service encounter. Service quality on the other hand, is more of an attitude which is formed in the long run (Parasuraman, Zeithaml, & Berry, 1988).

Although fit finds strong support in former studies about brand extensions, its influence cannot be supported for services characterized by a low degree of interaction and a low degree of tangibility. One reason could be that low interaction services are not directly related to the customer's body or mind and therefore the fit is not that important as with product extensions or services with a high degree of interaction where customers are more involved in the service delivery process. Moreover, services characterized by high tangibility are less product like (Shostack, 1977) which also supports findings in the field of service extensions research where quality plays a more important role in the extension evaluation.

The finding that customer satisfaction is the main driver of feedback effects is revolutionary as it is the first study where the extension evaluation is based on quasi experiences, by developing service scenarios in which the service quality is manipulated. In comparison to all other studies, the perceived fit between the parent brand and the extension cannot be used as a proxy for the service quality as the quality per se is manipulated in the scenarios.

The findings emphasize the importance of service quality and downgrade the importance of the perceived similarity. The significance of the quality perception in a service environment is once more highlighted as also the prospect theory is supported.

To summarize the results once more, feedback effects of asymmetric service extensions influence the parent brand image and are mainly driven by the perception of service quality and consequently also customer satisfaction.

Although the findings provide new insights into to the field of asymmetric service extensions, some limitations have to be discussed. First, the brand used in the scenario, Samsung, is already of high quality and therefore positive feedback effects may be limited due to the ceiling effect argument. Moreover, respondents who are already experienced with the brand might not change their perception about Samsung even after reading a positive or negative scenario. Moreover, fictitious service extension scenarios are used, and only the outcome quality was manipulated.

Furthermore, the study only included Austrian citizens which were selected using a non-probability sampling method. The same questionnaire may lead to other results in other countries as service expectations might be different.

As a next step, the study should be repeated, with a less known or fictitious brand name and second, should be conducted in other countries as well, to verify the results with real life service extensions. When selecting a service extension, high-interaction and high-tangibility examples could be used to further expand the field of research.

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## 8. Appendix

### First Pretest

Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten, wir fragen nach Ihrer persönlichen Einschätzung. Sie benötigen insgesamt ca. 5 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

**SAMSUNG**



Wie gut kennen Sie die Marke Samsung? (1 = gar nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Welches Produkt verbinden Sie mit der Marke Samsung?

\_\_\_\_\_

Wie stufen Sie die Qualität der Marke Samsung ein? (1 = gar nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

#### Teil 1:

Zuerst wollen wir von Ihnen wissen, inwieweit Sie sich vorstellen können, dass Samsung die folgenden Dienstleistungen anbietet?

|                                   | Wie gut passen Ihrer Meinung nach die folgenden Dienstleistungen zu den anderen Dienstleistungen/Produkten die von Samsung angeboten werden? | Wie gut passen folgende Dienstleistungen zu Ihrem Gesamtbild der Marke Samsung? |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|                                   | 1 = sehr schlecht    7 = sehr gut                                                                                                            | 1 = sehr schlecht    7 = sehr gut                                               |
| Fluglinie                         | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Teleshopping                      | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Online Music Store                | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Bar                               | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Versicherung für Elektronikgeräte | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Online Ticket Service             | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Mobilfunk Tarif                   | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Kochkurs                          | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Fotograf                          | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |
| Mobiler Stadtführer (App)         | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                                                                                    | ①   ②   ③   ④   ⑤   ⑥   ⑦                                                       |

**Teil 2:**

Im nächsten Teil wollen wir wissen, wie hoch Sie die Interaktion zwischen Kunde und Mitarbeiter in den folgenden Dienstleistungen bewerten?

Beispiel: Bei einem Frisör ist die Interaktion sehr hoch, weil die Anwesenheit von Mitarbeiter und Kunde erforderlich ist sowie eine intensive Betreuung des Kunden für die Dienstleistungserstellung unerlässlich ist. Bei einem Online-Wörterbuch hingegen, ist die Interaktion gering, weil die gleichzeitige Anwesenheit und eine intensive Betreuung für die Inanspruchnahme der Dienstleistung **nicht** notwendig sind.

|                                   | Wie hoch schätzen sie die Interaktion zwischen Kunde und Mitarbeiter in den folgenden Dienstleistungen? |   |   |                                  |   |   |   |
|-----------------------------------|---------------------------------------------------------------------------------------------------------|---|---|----------------------------------|---|---|---|
|                                   | <i>1 = kaum bis gar keine Interaktion</i>                                                               |   |   | <i>7 = sehr hohe Interaktion</i> |   |   |   |
| Fluglinie                         | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Teleshopping                      | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Online Music Store                | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Bar                               | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Versicherung für Elektronikgeräte | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Online Ticket Service             | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Mobilfunk Tarif                   | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Kochkurs                          | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Fotograf                          | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Mobiler Stadtführer (App)         | ①                                                                                                       | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |

**Teil 3:**

Im Folgenden geht es darum, inwieweit eine Dienstleistung bzw. einzelne Bestandteile der Dienstleistung tastbar/materiell sind? Materiell bzw. tastbar bedeutet in dem Zusammenhang, dass man die Dienstleistung entweder fühlen, schmecken, riechen, sehen oder hören kann.

Eine Kinderbetreuungseinrichtung hat beispielsweise Elemente, die sehr materiell sind, etwa Spielzeug, sanitäre Einrichtungen und Matratzen auf denen sich die Kinder ausruhen können. Darüber hinaus hat sie immaterielle Elemente wie die Betreuungsleistung selbst, Spiele, die gespielt werden und Lieder, die gesungen werden. Bitte geben Sie bei folgenden Leistungen an, ob die Dienstleistung aus Ihrer Sicht vorwiegend immateriell oder vorwiegend materiell ist.

|                                   | <i>1 = überwiegend immateriell</i> |   |   | <i>7 = überwiegend materiell</i> |   |   |   |
|-----------------------------------|------------------------------------|---|---|----------------------------------|---|---|---|
| Fluglinie                         | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Teleshopping                      | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Online Music Store                | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Bar                               | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Versicherung für Elektronikgeräte | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Online Ticket Service             | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Mobilfunk Tarif                   | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Kochkurs                          | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Fotograf                          | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |
| Mobiler Stadtführer (App)         | ①                                  | ② | ③ | ④                                | ⑤ | ⑥ | ⑦ |

## First Pretest: Results

|                                  | <b>mean<br/>category fit</b> | <b>mean<br/>image fit</b> | <b>mean<br/>interaction</b> | <b>mean<br/>tangibility</b> |
|----------------------------------|------------------------------|---------------------------|-----------------------------|-----------------------------|
| insurance for electric equipment | 5.50                         | 5.55                      | 3.35                        | 1.65                        |
| mobile city guide (app)          | 5.15                         | 5.05                      | 1.55                        | 1.95                        |
| mobile phone plan                | 4.70                         | 4.85                      | 2.55                        | 2.00                        |
| online music store               | 4.65                         | 4.80                      | 1.25                        | 1.55                        |
| tele shopping                    | 3.60                         | 3.75                      | 1.85                        | 2.75                        |
| photographer                     | 2.80                         | 3.05                      | 6.35                        | 5.40                        |
| online ticket service            | 2.60                         | 2.75                      | 2.85                        | 3.00                        |
| airline                          | 1.60                         | 1.84                      | 4.55                        | 5.05                        |
| bar                              | 1.55                         | 1.60                      | 5.55                        | 6.20                        |
| cooking class                    | 1.25                         | 1.15                      | 6.65                        | 5.75                        |

## Second Pretest: Version 1 and 4



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Sie benötigen insgesamt ca. 5 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

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**SAMSUNG**



Wie gut kennen Sie die Marke Samsung? (1 = überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Welches Produkt verbinden Sie mit der Marke Samsung?

---

Wie stufen Sie die Qualität der Marke Samsung ein? (1 = überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

### Teil 1: Samsung-Versicherung für Mobiltelefone

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit eine Versicherung für Ihr Handy abschließen und lesen deshalb in Internetforen Testberichte zu einer Versicherung, an der Sie interessiert sind. Sie erfahren, dass die Marke Samsung neuerdings auch Versicherungen für Mobiltelefone anbietet. Die Versicherung kann unabhängig von der Marke Ihres Mobiltelefons abgeschlossen werden. Die Versicherung von Samsung für Mobiltelefone gilt für Bruch- & Wasserschäden, Stürze, Raub, Einbruch und Feuer. Zudem sind auch Hardwaredefekte und Feuchtigkeitsschäden gedeckt. Die Ersatzleistungen beinhalten anfallende Reparaturkosten. Bei irreparablen Schäden wird das Gerät getauscht und im Falle von Raub oder Einbruch erhält man ein gleichwertiges Modell.

In einem Internetforum lesen Sie folgende Situation zu einer Schadensmeldung bei der Samsung-Versicherung:

Im gemeldeten Versicherungsfall geht es um einen Wasserschaden, wonach sich das Mobiltelefon nicht mehr einschalten lässt und somit auch nicht mehr verwendet werden konnte. Der Versicherungsnehmer meldet den Schadensfall bei der Samsung-Versicherung telefonisch und begründet kurz, wie es zu dem Schadensfall kam. Der Samsung-Mitarbeiter empfiehlt, das Mobiltelefon zur Reparatur einzusenden. Damit der Versicherungsnehmer in der Zwischenzeit nicht ohne Mobiltelefon auskommen muss, stellt Samsung für die Zeit der Reparatur sofort ein Ersatzgerät bereit. Nach kurzer Zeit stellt sich heraus, dass der Schaden irreparabel ist. Samsung stellt dem Versicherungsnehmer daraufhin sofort ein Neugerät zu. Insgesamt wird der Mobiltelefontausch rasch und reibungslos abgewickelt und führt zu keinen zusätzlichen Kosten für den Versicherungsnehmer.

Wie stufen Sie die von Ihnen wahrgenommene Dienstleistungsqualität der Firma Samsung in diesem Szenario ein? (1=überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie stufen Sie die Zufriedenheit des Versicherungsnehmers mit der Samsung Versicherung ein? (1 = sehr unzufrieden, 7 = sehr zufrieden)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie hoch wäre Ihre Bereitschaft, bei Samsung eine Versicherung abzuschließen? (1=überhaupt nicht hoch, 7 = sehr hoch)

①      ②      ③      ④      ⑤      ⑥      ⑦

## Teil 2: Samsung Online Ticket-Service

Stellen Sie sich vor, Sie wollen in nächster Zeit Konzertkarten online kaufen und lesen deshalb einige Testbericht zu online Ticket-Service Anbietern. Sie erfahren von dem neuen Ticketservice der Marke Samsung. In einem Internetforum lesen Sie folgenden Testbericht über den online Ticket-Service der Firma Samsung.

Der online Ticket-Service von Samsung bietet Tickets für Konzerte an. Andere Veranstaltungen wie zum Beispiel Bühnenaufführungen oder Sportevents werden derzeit noch nicht angeboten. Die Internetseite ist unübersichtlich gestaltet und man muss sich durch die einzelnen Monate durchklicken, um die angebotenen Events zu sehen. Die Möglichkeit, einen Sitzplatz in einem interaktiven Saalplan auszusuchen besteht nicht. Die Tickets bleiben nur für eine kurze Überlegungszeit von fünf Minuten im Warenkorb reserviert. Will man danach die ausgewählten Tickets kaufen, steht nur die Zahlungsmöglichkeit per Kreditkarte zur Verfügung. Die Kreditkarte muss von einem österreichischen Kreditinstitut ausgestellt sein. Zusätzlich zum Ticketpreis wird auch noch eine Zustellgebühr für den postalischen Versand der Tickets aufgeschlagen, da es keine Möglichkeit gibt, die Tickets abzuholen oder selbst auszudrucken.

Wie stufen Sie die von Ihnen wahrgenommene Dienstleistungsqualität der Firma Samsung in diesem Szenario ein? (1=überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie stufen Sie Ihre Zufriedenheit mit dem Samsung Ticket-Service ein? (1 = sehr unzufrieden, 7 = sehr zufrieden)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie hoch wäre Ihre Bereitschaft, nochmals bei Samsung Konzerttickets zu kaufen? (1=überhaupt nicht hoch, 7 = sehr hoch)

①      ②      ③      ④      ⑤      ⑥      ⑦

## Second Pretest: Version 2 and 3



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Sie benötigen insgesamt ca. 5 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

---



Wie gut kennen Sie die Marke Samsung? (1 = überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Welches Produkt verbinden Sie mit der Marke Samsung?

---

Wie stufen Sie die Qualität der Marke Samsung ein? (1 = überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

### Teil 1: Samsung-Versicherung für Mobiltelefone

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit eine Versicherung für Ihr Handy abschließen und lesen deshalb in Internetforen Testberichte zu einer Versicherung, an der Sie interessiert sind. Sie erfahren, dass die Marke Samsung neuerdings auch Versicherungen für Mobiltelefone anbietet. Die Versicherung kann unabhängig von der Marke Ihres Mobiltelefons abgeschlossen werden. Die Versicherung von Samsung für Mobiltelefone gilt für Bruch- & Wasserschäden, Stürze, Raub, Einbruch und Feuer. Zudem sind auch Hardwaredefekte und Feuchtigkeitsschäden gedeckt. Die Ersatzleistungen beinhalten anfallende Reparaturkosten. Bei irreparablen Schäden wird das Gerät getauscht und im Falle von Raub oder Einbruch erhält man ein gleichwertiges Modell.

In einem Internetforum lesen Sie folgende Situation zu einer Schadensmeldung bei der Samsung-Versicherung:

Im gemeldeten Versicherungsfall geht es um einen Wasserschaden, wonach sich das Mobiltelefon nicht mehr einschalten lässt und somit auch nicht mehr verwendet werden konnte. Der Versicherungsnehmer meldet den Schadensfall bei der Samsung-Versicherung telefonisch und begründet kurz, wie es zu dem Schadensfall kam. Der Samsung-Mitarbeiter empfiehlt, das Mobiltelefon zur Reparatur einzusenden. Samsung stellt kein Ersatzgerät zur Verfügung. Nach mehrmaliger Nachfrage und einem Monat Wartezeit stellt sich heraus, dass der Schaden irreparabel ist. Samsung ersetzt dem Versicherungsnehmer den Schaden nicht, mit der Begründung, dass Selbstverschulden vorliegt. Auf Beschwerde des Versicherungsnehmers kann nach mehrfachen Telefonaten zumindest ein vermindert Selbstbehalt von 50 Prozent des Kaufpreises eines neuen Mobiltelefons vereinbart werden.

Wie stufen Sie die von Ihnen wahrgenommene Dienstleistungsqualität der Firma Samsung in diesem Szenario ein? (1=überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie stufen Sie die Zufriedenheit des Versicherungsnehmers mit der Samsung Versicherung ein? (1 = sehr unzufrieden, 7 = sehr zufrieden)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie hoch wäre Ihre Bereitschaft, bei Samsung eine Versicherung abzuschließen? (1=überhaupt nicht hoch, 7 = sehr hoch)

①      ②      ③      ④      ⑤      ⑥      ⑦

## Teil 2: Samsung Online Ticket-Service

Stellen Sie sich vor, Sie wollen in nächster Zeit Konzertkarten online kaufen und lesen deshalb einige Testbericht zu online Ticket-Service Anbietern. Sie erfahren von dem neuen Ticketservice der Marke Samsung. In einem Internetforum lesen Sie folgenden Testbericht über den online Ticket-Service der Firma Samsung.

Der online Ticket-Service von Samsung bietet Tickets zu einer Vielzahl von Veranstaltungen an, inklusive Konzerte, Bühnenaufführungen, Sportveranstaltungen etc. Die Internetseite ist sehr übersichtlich gestaltet und kurz bevorstehende Events werden auf der Startseite hervorgehoben. Hat man sich für ein Event entschieden und will ein Ticket kaufen, kann man sehr einfach mit einem interaktiven Saalplan den gewünschten Platz per Mausklick auswählen. Die Tickets bleiben auch bei längerer Überlegungszeit mindestens für eine halbe Stunde im Warenkorb reserviert. Will man danach die ausgewählten Tickets kaufen, stehen eine Vielzahl an Zahlungsmöglichkeiten zur Verfügung, von der Bezahlung mit Kreditkarte über Bankeinzug bis zur Bezahlung bei Ticketabholung. Samsung bietet auch, einen Ausdrucksservice an, wobei die Tickets zu Hause am Computer ausgedruckt werden können. Somit fallen auch keine weiteren Zustellgebühren an.

Wie stufen Sie die von Ihnen wahrgenommene Dienstleistungsqualität der Firma Samsung in diesem Szenario ein? (1=überhaupt nicht gut, 7 = sehr gut)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie stufen Sie Ihre Zufriedenheit mit dem Samsung Ticket-Service ein? (1 = sehr unzufrieden, 7 = sehr zufrieden)

①      ②      ③      ④      ⑤      ⑥      ⑦

Wie hoch wäre Ihre Bereitschaft, nochmals bei Samsung Konzerttickets zu kaufen? (1=überhaupt nicht hoch, 7 = sehr hoch)

①      ②      ③      ④      ⑤      ⑥      ⑦

## Second Pretest: Results

### High Fit Customer Satisfaction Scenarios

| Question                         | Version               | N  | M    | SD   |
|----------------------------------|-----------------------|----|------|------|
| Quality perception?              | High fit/high quality | 10 | 5.80 | 0.63 |
|                                  | High fit/low quality  | 10 | 5.50 | 0.85 |
| Service quality perception?      | High fit/high quality | 10 | 6.50 | 0.85 |
|                                  | High fit/low quality  | 10 | 2.10 | 0.88 |
| Service satisfaction?            | High fit/high quality | 10 | 6.80 | 0.42 |
|                                  | High fit/low quality  | 10 | 1.70 | 1.06 |
| Would you use the service again? | High fit/high quality | 10 | 6.50 | 0.53 |
|                                  | High fit/low quality  | 10 | 1.40 | 0.70 |

### Low Fit Customer Satisfaction Scenarios

| Question                         | Version              | N  | M    | SD   |
|----------------------------------|----------------------|----|------|------|
| Quality perception?              | Low fit/high quality | 10 | 5.50 | 0.85 |
|                                  | Low fit/low quality  | 10 | 5.80 | 0.63 |
| Service quality perception?      | Low fit/high quality | 10 | 6.00 | 0.82 |
|                                  | Low fit/low quality  | 10 | 1.90 | 0.74 |
| Service satisfaction?            | Low fit/high quality | 10 | 6.40 | 0.84 |
|                                  | Low fit/low quality  | 10 | 1.80 | 0.92 |
| Would you use the service again? | Low fit/high quality | 10 | 6.30 | 0.82 |
|                                  | Low fit/low quality  | 10 | 1.50 | 0.71 |

# Questionnaire: Version 1

Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten. Sie werden nach Ihrer persönlichen Einschätzung gefragt.

Sie benötigen insgesamt ca. 15 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

**SAMSUNG**



## TEIL 1: Fragen zur Marke Samsung

### 1. Welches Produkt verbinden Sie mit der Marke Samsung?

\_\_\_\_\_

### 2. Wie gut sind Sie mit der Marke Samsung vertraut? Bezüglich der Marke Samsung bin ich...

|                  |   |   |   |   |   |   |   |            |
|------------------|---|---|---|---|---|---|---|------------|
| nicht vertraut   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | vertraut   |
| nicht erfahren   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | erfahren   |
| nicht sachkundig | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | sachkundig |
| nicht informiert | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | informiert |

### 3. Wie stufen Sie die Qualität der von Samsung angebotenen Produkte ein? (1 = überhaupt nicht gut, 7 = sehr gut)

①    ②    ③    ④    ⑤    ⑥    ⑦

| 4. In wie weit treffen die folgenden Aussagen auf die Marke Samsung zu? | trifft überhaupt nicht zu | trifft voll & ganz zu |
|-------------------------------------------------------------------------|---------------------------|-----------------------|
| Die Marke Samsung ist qualitativ hochwertiger als andere Marken.        | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Die Marke Samsung hebt sich positiv von anderen Marken ab.              | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Ich schätze die Qualität der Marke Samsung extrem hoch ein.             | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |

### 5. Bitte stellen Sie Ihren persönlichen Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:

|               |   |   |   |   |   |   |   |                  |
|---------------|---|---|---|---|---|---|---|------------------|
| innovativ     | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | altmodisch       |
| langweilig    | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unterhaltsam     |
| stark         | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | schwach          |
| unsympathisch | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | sympathisch      |
| prestigelos   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | prestigeträchtig |
| ehrlich       | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unehrlich        |
| authentisch   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unglaublich      |
| unattraktiv   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | attraktiv        |
| kompetent     | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | inkompetent      |

**6. Im Folgenden geht es darum, wie eine Versicherung für Elektronikgeräte zur Marke Samsung passt:**

| In wie weit stimmen Sie folgenden Aussagen zu                                               | stimme überhaupt nicht zu | stimme voll und ganz zu |
|---------------------------------------------------------------------------------------------|---------------------------|-------------------------|
| Versicherungen passen zum Image der Marke Samsung.                                          | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Versicherungen passen zu den übrigen Produkten, die von der Marke Samsung angeboten werden. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Es scheint logisch, dass die Marke Samsung Versicherungen anbietet.                         | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Das Angebot von Versicherungen eignet sich gut für die Marke Samsung.                       | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Das Gesamtbild, das ich von der Marke Samsung habe, passt zu Versicherungen.                | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**7. In wie weit stimmen Sie folgenden Aussagen zu?**

| Wenn die Marke Samsung Versicherungen für Elektronikgeräte anbieten würde...                         | stimme überhaupt nicht zu | stimme voll und ganz zu |
|------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|
| ... wird diese überdurchschnittliche Qualität haben.                                                 | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... wird die Qualität besser sein, als die Qualität von Versicherungen der meisten anderen Anbieter. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... wird die Qualität sehr gut sein.                                                                 | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**TEIL 2: Fragen zu Markenerweiterungen - Samsung Versicherung für Mobiltelefone**

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit eine Versicherung für Ihr Handy abschließen und lesen deshalb in Internetforen Testberichte zu einer Versicherung, an der Sie interessiert sind. Sie erfahren, dass die Marke Samsung neuerdings auch Versicherungen für Mobiltelefone anbietet. Die Versicherung kann unabhängig von der Marke Ihres Mobiltelefons abgeschlossen werden. Die Versicherung von Samsung für Mobiltelefone gilt für Bruch- & Wasserschäden, Stürze, Raub, Einbruch und Feuer. Zudem sind auch Hardwaredefekte und Feuchtigkeitsschäden gedeckt. Die Ersatzleistungen beinhalten anfallende Reparaturkosten. Bei irreparablen Schäden wird das Gerät getauscht und im Falle von Raub oder Einbruch erhält man ein gleichwertiges Modell.

In einem Internetforum lesen Sie folgende Situation zu einer Schadensmeldung bei der Samsung-Versicherung:

Im gemeldeten Versicherungsfall geht es um einen Wasserschaden, wonach sich das Mobiltelefon nicht mehr einschalten lässt und somit auch nicht mehr verwendet werden konnte. Der Versicherungsnehmer meldet den Schadensfall bei der Samsung-Versicherung telefonisch und begründet kurz, wie es zu dem Schadensfall kam. Der Samsung-Mitarbeiter empfiehlt, das Mobiltelefon zur Reparatur einzusenden. Damit der Versicherungsnehmer in der Zwischenzeit nicht ohne Mobiltelefon auskommen muss, stellt Samsung für die Zeit der Reparatur sofort ein Ersatzgerät bereit. Nach kurzer Zeit stellt sich heraus, dass der Schaden irreparabel ist. Samsung stellt dem Versicherungsnehmer daraufhin sofort ein Neugerät zu. Insgesamt wird der Mobiltelefontausch rasch und reibungslos abgewickelt und führt zu keinen zusätzlichen Kosten für den Versicherungsnehmer.

| 8. Wie realitätsnah ist das beschriebene Szenario aus Ihrer Sicht?                | stimme überhaupt nicht zu | stimme voll und ganz zu |
|-----------------------------------------------------------------------------------|---------------------------|-------------------------|
| Ich konnte mir die beschriebene Situation im Testbericht leicht vorstellen.       | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Ich konnte mich gut in die im Testbericht beschriebene Situation hineinversetzen. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**9. In wie weit stimmen Sie nun folgenden Aussagen zu?**

| Die Versicherung der Marke Samsung...                                          | stimme überhaupt nicht zu | stimme voll und ganz zu |
|--------------------------------------------------------------------------------|---------------------------|-------------------------|
| ... hat überdurchschnittliche Qualität.                                        | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... hat eine höhere Qualität, als Versicherungen der meisten anderen Anbietern | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... hat eine sehr hohe Qualität.                                               | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

| 10. Wie zufrieden glauben Sie war der Versicherungsnehmer?                      | stimme überhaupt nicht zu | stimme voll und ganz zu |
|---------------------------------------------------------------------------------|---------------------------|-------------------------|
| Alles in allem, war er/sie mit der Samsung Versicherung zufrieden.              | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Die Versicherung hat seinen/ihren Erwartungen entsprochen.                      | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Das Szenario schildert das ideale Verhalten einer Versicherung im Schadensfall. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**11. Nachdem Sie den Testbericht gelesen haben, wie stufen Sie nun die Qualität der Marke Samsung ein? (1 = überhaupt nicht gut, 7 = sehr gut)**

① ② ③ ④ ⑤ ⑥ ⑦

| 12. In wie weit treffen nun die folgenden Aussagen auf Samsung zu? | trifft überhaupt nicht zu | trifft voll & ganz zu |
|--------------------------------------------------------------------|---------------------------|-----------------------|
| Die Marke Samsung ist qualitativ hochwertiger als andere Marken.   | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Die Marke Samsung hebt sich positiv von anderen Marken ab.         | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Ich schätze die Qualität der Marke Samsung extrem hoch ein.        | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |

**13. Bitte stellen Sie nochmals Ihren Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:**

|               |               |                  |
|---------------|---------------|------------------|
| innovativ     | ① ② ③ ④ ⑤ ⑥ ⑦ | altmodisch       |
| langweilig    | ① ② ③ ④ ⑤ ⑥ ⑦ | unterhaltsam     |
| stark         | ① ② ③ ④ ⑤ ⑥ ⑦ | schwach          |
| unsympathisch | ① ② ③ ④ ⑤ ⑥ ⑦ | sympathisch      |
| prestigelos   | ① ② ③ ④ ⑤ ⑥ ⑦ | prestigeträchtig |
| ehrlich       | ① ② ③ ④ ⑤ ⑥ ⑦ | unehrlich        |
| authentisch   | ① ② ③ ④ ⑤ ⑥ ⑦ | unglaublich      |
| unattraktiv   | ① ② ③ ④ ⑤ ⑥ ⑦ | attraktiv        |
| kompetent     | ① ② ③ ④ ⑤ ⑥ ⑦ | inkompetent      |

**14. Hat sich Ihr Bild der Marke Samsung nach der Dienstleistungs-Erfahrung geändert?**

☐ Ja ☐ Nein

**15. Wenn ja, wie hat sich Ihre Einstellung zu Samsung verändert? (1 = stark negativ verändert, 7 = stark positiv verändert)**

① ② ③ ④ ⑤ ⑥ ⑦

**16. Abschließende persönliche Angaben** (werden ausschließlich für statistische Zwecke verwendet)

| Höchste abgeschlossene Schulbildung                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Pflichtschule<br><input type="radio"/> Lehre/Fachschule<br><input type="radio"/> Matura<br><input type="radio"/> Universität/FH<br><input type="radio"/> Sonstiges:<br>_____ |

| Beruf                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Student/Schüler<br><input type="radio"/> erwerbstätig<br><input type="radio"/> arbeitslos<br><input type="radio"/> in Pension<br><input type="radio"/> Sonstiges:<br>_____ |

| Nettoeinkommen pro Monat                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Weniger als 650 EUR<br><input type="radio"/> 650 – 1.550 EUR<br><input type="radio"/> 1.551 – 2.500 EUR<br><input type="radio"/> mehr als 2.500 EUR |

| Staatsbürgerschaft                                                         |
|----------------------------------------------------------------------------|
| <input type="radio"/> Österreich<br><input type="radio"/> Andere:<br>_____ |

| Geschlecht                                                       |
|------------------------------------------------------------------|
| <input type="radio"/> weiblich<br><input type="radio"/> männlich |
| Alter: _____ Jahre                                               |

| Wohnsitz                                                             |
|----------------------------------------------------------------------|
| <input type="radio"/> Stadt<br><input type="radio"/> Ländlicher Raum |

## **Questionnaire: Version 2**

### **TEIL 2: Fragen zu Markenerweiterungen - Samsung Versicherung für Mobiltelefone**

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit eine Versicherung für Ihr Handy abschließen und lesen deshalb in Internetforen Testberichte zu einer Versicherung, an der Sie interessiert sind. Sie erfahren, dass die Marke Samsung neuerdings auch Versicherungen für Mobiltelefone anbietet. Die Versicherung kann unabhängig von der Marke Ihres Mobiltelefons abgeschlossen werden. Die Versicherung von Samsung für Mobiltelefone gilt für Bruch- & Wasserschäden, Stürze, Raub, Einbruch und Feuer. Zudem sind auch Hardwaredefekte und Feuchtigkeitsschäden gedeckt. Die Ersatzleistungen beinhalten anfallende Reparaturkosten. Bei irreparablen Schäden wird das Gerät getauscht und im Falle von Raub oder Einbruch erhält man ein gleichwertiges Modell.

In einem Internetforum lesen Sie folgende Situation zu einer Schadensmeldung bei der Samsung-Versicherung:

Im gemeldeten Versicherungsfall geht es um einen Wasserschaden, wonach sich das Mobiltelefon nicht mehr einschalten lässt und somit auch nicht mehr verwendet werden konnte. Der Versicherungsnehmer meldet den Schadensfall bei der Samsung-Versicherung telefonisch und begründet kurz, wie es zu dem Schadensfall kam. Der Samsung-Mitarbeiter empfiehlt, das Mobiltelefon zur Reparatur einzusenden. Samsung stellt kein Ersatzgerät zur Verfügung. Nach mehrmaliger Nachfrage und einem Monat Wartezeit stellt sich heraus, dass der Schaden irreparabel ist. Samsung ersetzt dem Versicherungsnehmer den Schaden nicht, mit der Begründung, dass Selbstverschulden vorliegt. Auf Beschwerde des Versicherungsnehmers kann nach mehrfachen Telefonaten zumindest ein vermindert Selbstbehalt von 50 Prozent des Kaufpreises eines neuen Mobiltelefons vereinbart werden.

# Questionnaire: Version 3

Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten. Sie werden nach Ihrer persönlichen Einschätzung gefragt.

Sie benötigen insgesamt ca. 15 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

**SAMSUNG**



## TEIL 1: Fragen zur Marke Samsung

### 1. Welches Produkt verbinden Sie mit der Marke Samsung?

\_\_\_\_\_

### 2. Wie gut sind Sie mit der Marke Samsung vertraut? Bezüglich der Marke Samsung bin ich...

|                  |   |   |   |   |   |   |   |            |
|------------------|---|---|---|---|---|---|---|------------|
| nicht vertraut   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | vertraut   |
| nicht erfahren   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | erfahren   |
| nicht sachkundig | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | sachkundig |
| nicht informiert | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | informiert |

### 3. Wie stufen Sie die Qualität der von Samsung angebotenen Produkte ein? (1 = überhaupt nicht gut, 7 = sehr gut)

①    ②    ③    ④    ⑤    ⑥    ⑦

| 4. In wie weit treffen die folgenden Aussagen auf die Marke Samsung zu? | trifft überhaupt nicht zu | trifft voll & ganz zu |
|-------------------------------------------------------------------------|---------------------------|-----------------------|
| Die Marke Samsung ist qualitativ hochwertiger als andere Marken.        | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Die Marke Samsung hebt sich positiv von anderen Marken ab.              | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Ich schätze die Qualität der Marke Samsung extrem hoch ein.             | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |

### 5. Bitte stellen Sie Ihren persönlichen Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:

|               |   |   |   |   |   |   |   |                  |
|---------------|---|---|---|---|---|---|---|------------------|
| innovativ     | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | altmodisch       |
| langweilig    | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unterhaltsam     |
| stark         | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | schwach          |
| unsympathisch | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | sympathisch      |
| prestigelos   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | prestigeträchtig |
| ehrlich       | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unehrlich        |
| authentisch   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | unglaublich      |
| unattraktiv   | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | attraktiv        |
| kompetent     | ① | ② | ③ | ④ | ⑤ | ⑥ | ⑦ | inkompetent      |

**6. Im Folgenden geht es darum, wie ein online Ticket Service zur Marke Samsung passt:**

| <b>In wie weit stimmen Sie folgenden Aussagen zu</b>                                                  | stimme<br>überhaupt<br>nicht zu | stimme voll<br>und ganz zu |
|-------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------|
| Ein online Ticket-Service passt zum Image der Marke Samsung.                                          | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| Ein online Ticket Service passt zu den übrigen Produkten, die von der Marke Samsung angeboten werden. | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| Es scheint logisch, dass die Marke Samsung ein online Ticket Service anbietet.                        | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| Das Angebot von einem online Ticket Service eignet sich gut für die Marke Samsung.                    | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| Das Gesamtbild, das ich von der Marke Samsung habe, passt zu einem online Ticket Service.             | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |

**7. In wie weit stimmen Sie folgenden Aussagen zu?**

| <b>Wenn die Marke Samsung ein online Ticket Service anbieten würde...</b>                                    | stimme<br>überhaupt<br>nicht zu | stimme voll<br>und ganz zu |
|--------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------|
| ... wird dieses überdurchschnittliche Qualität haben.                                                        | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| ... wird die Qualität besser sein, als die Qualität von online Ticket Services der meisten anderen Anbieter. | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |
| ... wird die Qualität sehr gut sein.                                                                         | ① ② ③ ④ ⑤ ⑥ ⑦                   |                            |

**TEIL 2: Fragen zu Markenerweiterungen - Samsung online Ticket Service**

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit Konzertkarten online kaufen und lesen deshalb einige Testbericht zu online Ticket-Service Anbietern. Sie erfahren von dem neuen Ticketservice der Marke Samsung. In einem Internetforum lesen Sie folgenden Testbericht über den online Ticket-Service der Firma Samsung.

Der online Ticket-Service von Samsung bietet Tickets zu einer Vielzahl von Veranstaltungen an, inklusive Konzerte, Bühnenaufführungen, Sportveranstaltungen etc. Die Internetseite ist sehr übersichtlich gestaltet und kurz bevorstehende Events werden auf der Startseite hervorgehoben. Hat man sich für ein Event entschieden und will ein Ticket kaufen, kann man sehr einfach mit einem interaktiven Saalplan den gewünschten Platz per Mausklick auswählen. Die Tickets bleiben auch bei längerer Überlegungszeit mindestens für eine halbe Stunde im Warenkorb reserviert. Will man danach die ausgewählten Tickets kaufen, stehen eine Vielzahl an Zahlungsmöglichkeiten zur Verfügung, von der Bezahlung mit Kreditkarte über Bankeinzug bis zur Bezahlung bei Ticketabholung. Samsung bietet auch, einen Ausdrucksservice an, wobei die Tickets zu Hause am Computer ausgedruckt werden können. Somit fallen auch keine weiteren Zustellgebühren an.

| 8. Wie realitätsnah ist das beschriebene Szenario aus Ihrer Sicht?                | stimme überhaupt nicht zu | stimme voll und ganz zu |
|-----------------------------------------------------------------------------------|---------------------------|-------------------------|
| Ich konnte mir die beschriebene Situation im Testbericht leicht vorstellen.       | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Ich konnte mich gut in die im Testbericht beschriebene Situation hineinversetzen. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**9. In wie weit stimmen Sie nun folgenden Aussagen zu?**

| Das online Ticket Service der Marke Samsung...                                         | stimme überhaupt nicht zu | stimme voll und ganz zu |
|----------------------------------------------------------------------------------------|---------------------------|-------------------------|
| ... hat überdurchschnittliche Qualität.                                                | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... hat eine höhere Qualität, als online Ticket Services der meisten anderen Anbietern | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| ... hat eine sehr hohe Qualität.                                                       | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

| 10. Wie zufrieden glauben Sie war der Käufer?                       | stimme überhaupt nicht zu | stimme voll und ganz zu |
|---------------------------------------------------------------------|---------------------------|-------------------------|
| Alles in allem, war er/sie mit dem online Ticket Service zufrieden. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Das online Ticket Service hat seinen/ihren Erwartungen entsprochen. | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |
| Das Szenario schildert das optimale online Ticket Service.          | ① ② ③ ④ ⑤ ⑥ ⑦             |                         |

**11. Nachdem Sie den Testbericht gelesen haben, wie stufen Sie nun die Qualität der Marke Samsung ein? (1 = überhaupt nicht gut, 7 = sehr gut)**

① ② ③ ④ ⑤ ⑥ ⑦

| 12. In wie weit treffen nun die folgenden Aussagen auf Samsung zu? | trifft überhaupt nicht zu | trifft voll & ganz zu |
|--------------------------------------------------------------------|---------------------------|-----------------------|
| Die Marke Samsung ist qualitativ hochwertiger als andere Marken.   | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Die Marke Samsung hebt sich positiv von anderen Marken ab.         | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |
| Ich schätze die Qualität der Marke Samsung extrem hoch ein.        | ① ② ③ ④ ⑤ ⑥ ⑦             |                       |

**13. Bitte stellen Sie nochmals Ihren Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:**

|               |               |                  |
|---------------|---------------|------------------|
| innovativ     | ① ② ③ ④ ⑤ ⑥ ⑦ | altmodisch       |
| langweilig    | ① ② ③ ④ ⑤ ⑥ ⑦ | unterhaltsam     |
| stark         | ① ② ③ ④ ⑤ ⑥ ⑦ | schwach          |
| unsympathisch | ① ② ③ ④ ⑤ ⑥ ⑦ | sympathisch      |
| prestigelos   | ① ② ③ ④ ⑤ ⑥ ⑦ | prestigeträchtig |
| ehrlich       | ① ② ③ ④ ⑤ ⑥ ⑦ | unehrlich        |
| authentisch   | ① ② ③ ④ ⑤ ⑥ ⑦ | unglaublich      |
| unattraktiv   | ① ② ③ ④ ⑤ ⑥ ⑦ | attraktiv        |
| kompetent     | ① ② ③ ④ ⑤ ⑥ ⑦ | inkompetent      |

**14. Hat sich Ihr Bild der Marke Samsung nach der Dienstleistungs-Erfahrung geändert?**

☐ Ja ☐ Nein

**15. Wenn ja, wie hat sich Ihre Einstellung zu Samsung verändert? (1 = stark negativ verändert, 7 = stark positiv verändert)**

① ② ③ ④ ⑤ ⑥ ⑦

**16. Abschließende persönliche Angaben** (werden ausschließlich für statistische Zwecke verwendet)

| Höchste abgeschlossene Schulbildung                                                                                                                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Pflichtschule<br><input type="radio"/> Lehre/Fachschule<br><input type="radio"/> Matura<br><input type="radio"/> Universität/FH<br><input type="radio"/> Sonstiges:<br>_____ |

| Beruf                                                                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Student/Schüler<br><input type="radio"/> erwerbstätig<br><input type="radio"/> arbeitslos<br><input type="radio"/> in Pension<br><input type="radio"/> Sonstiges:<br>_____ |

| Nettoeinkommen pro Monat                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Weniger als 650 EUR<br><input type="radio"/> 650 – 1.550 EUR<br><input type="radio"/> 1.551 – 2.500 EUR<br><input type="radio"/> mehr als 2.500 EUR |

| Staatsbürgerschaft                                                         |
|----------------------------------------------------------------------------|
| <input type="radio"/> Österreich<br><input type="radio"/> Andere:<br>_____ |

| Geschlecht                                                       |
|------------------------------------------------------------------|
| <input type="radio"/> weiblich<br><input type="radio"/> männlich |
| Alter: _____ Jahre                                               |

| Wohnsitz                                                             |
|----------------------------------------------------------------------|
| <input type="radio"/> Stadt<br><input type="radio"/> Ländlicher Raum |

# **Questionnaire: Version 4**

## **TEIL 2: Fragen zu Markenerweiterungen - Samsung online Ticket Service**

**Lesen Sie folgende Situation bitte aufmerksam durch:**

Stellen Sie sich vor, Sie wollen in nächster Zeit Konzertkarten online kaufen und lesen deshalb einige Testbericht zu online Ticket-Service Anbietern. Sie erfahren von dem neuen Ticketservice der Marke Samsung. In einem Internetforum lesen Sie folgenden Testbericht über den online Ticket-Service der Firma Samsung.

Der online Ticket-Service von Samsung bietet Tickets für Konzerte an. Andere Veranstaltungen wie zum Beispiel Bühnenaufführungen oder Sportevents werden derzeit noch nicht angeboten. Die Internetseite ist unübersichtlich gestaltet und man muss sich durch die einzelnen Monate durchklicken, um die angebotenen Events zu sehen. Die Möglichkeit, einen Sitzplatz in einem interaktiven Saalplan auszusuchen besteht nicht. Die Tickets bleiben nur für eine kurze Überlegungszeit von fünf Minuten im Warenkorb reserviert. Will man danach die ausgewählten Tickets kaufen, steht nur die Zahlungsmöglichkeit per Kreditkarte zur Verfügung. Die Kreditkarte muss von einem österreichischen Kreditinstitut ausgestellt sein. Zusätzlich zum Ticketpreis wird auch noch eine Zustellgebühr für den postalischen Versand der Tickets aufgeschlagen, da es keine Möglichkeit gibt, die Tickets abzuholen oder selbst auszudrucken.

## Coding of Questionnaire and Scales to be Used in the Analysis

|         |                                |                                                                                                    |
|---------|--------------------------------|----------------------------------------------------------------------------------------------------|
| version | Scenario used in questionnaire | 1 = high fit, positive<br>2 = high fit, negative<br>3 = low fit, positive<br>4 = low fit, negative |
|---------|--------------------------------|----------------------------------------------------------------------------------------------------|

### PART 1:

|         |                                                      |               |
|---------|------------------------------------------------------|---------------|
| product | Welches Produkt verbinden Sie mit der Marke Samsung? | open question |
|---------|------------------------------------------------------|---------------|

➔ Used as a screening question

### Familiarity: Diamantopoulos et al. (2005)

Wie gut sind Sie mit der Marke Samsung vertraut? Bezüglich der Marke Samsung bin ich...

|               |                                               |                                                            |
|---------------|-----------------------------------------------|------------------------------------------------------------|
| fam_1 – fam_4 | vertraut / erfahren / sachkundig / informiert | answer options 1 – 7<br>1 = nicht vertraut<br>7 = vertraut |
|---------------|-----------------------------------------------|------------------------------------------------------------|

➔ Used as a screening question

|                |                                                                       |                                                                 |
|----------------|-----------------------------------------------------------------------|-----------------------------------------------------------------|
| q_total_before | Wie stufen Sie die Qualität der von Samsung angebotenen Produkte ein? | answer options 1 – 7<br>1 = überhaupt nicht gut<br>7 = sehr gut |
|----------------|-----------------------------------------------------------------------|-----------------------------------------------------------------|

➔ Used to analyze H2 and H3a&b

### Quality: Völckner and Sattler (2006) and Yoo, Donthu and Lee (2000)

In wie weit treffen die folgenden Aussagen auf die Marke Samsung zu?

|            |                                                                  |                                                                                       |
|------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| q_before_1 | Die Marke Samsung ist qualitative hochwertiger als andere Marken | answer options 1 – 7<br>1 = trifft überhaupt nicht zu<br>7 = trifft voll und ganz gut |
| q_before_2 | Die Marke Samsung hebt sich positive von anderen Marken ab       | answer options 1 – 7                                                                  |
| q_before_3 | Ich schätze die Qualität der Marke Samsung extrem hoch ein.      | answer options 1 – 7                                                                  |

➔ Used to analyze H1a&b, H2, H3a&b and is used in the additional analysis as the initial brand image

**Brand Personality: Mahnik & Meyerhofer, 2006**

Bitten stellen Sie Ihren persönlichen Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:

|                         |                                                                                                                         |                                                       |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| brand_pers_before_1 - 9 | Innovativ / langweilig / stark /<br>unsympathisch / prestigelos /<br>ehrlich / authentisch / unattraktiv /<br>kompetent | answer options 1 – 7<br>1 = innovativ, 7 = altmodisch |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|

➔ Not used in analysis

**Fit: Taylor and Beardon (2002) and Völckner and Sattler (2006)**

Im Folgenden geht es darum, wie eine Versicherung für Elektronikgeräte zur Marke Samsung passt: In wie weit stimmen Sie folgenden Aussagen zu?

|       |                                                                                             |                                                                                       |
|-------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| fit_1 | Versicherungen passen zum Image der Marke Samsung.                                          | answer options 1 – 7<br>1 = stimme überhaupt nicht zu<br>7 = stimme voll und ganz gut |
| fit_2 | Versicherungen passen zu den übrigen Produkten, die von der Marke Samsung angeboten werden. | answer options 1 – 7                                                                  |
| fit_3 | Es scheint logisch, dass die Marke Samsung Versicherungen anbietet.                         | answer options 1 – 7                                                                  |
| fit_4 | Das Angebot von Versicherungen eignet sich gut für Samsung.                                 | answer options 1 – 7                                                                  |
| fit_5 | Das Gesamtbild, das ich von der Marke Samsung habe, passt zu Versicherungen.                | answer options 1 – 7                                                                  |

➔ Used for manipulation checks

**Extension Evaluation: Taylor and Bearden (2002)**

In wie weit stimmen Sie folgenden Aussagen zu? Wenn die Marke Samsung Versicherungen für Elektronikgeräte anbieten würde...

|                   |                                                                                                     |                                                                                       |
|-------------------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| ext_eval_before_1 | ... wird diese überdurchschnittliche Qualität haben                                                 | answer options 1 – 7<br>1 = stimme überhaupt nicht zu<br>7 = stimme voll und ganz gut |
| ext_eval_before_2 | ... wird die Qualität besser sein, als die Qualität von Versicherungen der meisten anderen Anbieter | answer options 1 – 7                                                                  |
| ext_eval_before_3 | ... wird die Qualität sehr gut sein                                                                 | answer options 1 – 7                                                                  |

➔ Used in the additional analysis for the image

## **PART 2:**

### **Realistic: Bilstein, Hogreve, Sichtmann and Fahr (2012)**

Wie realitätsnah ist das beschriebene Szenario aus Ihrer Sicht?

|             |                                                                                   |                                                                                       |
|-------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| realistic_1 | Ich konnte mir die beschriebene Situation im Testbericht leicht vorstellen.       | answer options 1 – 7<br>1 = stimme überhaupt nicht zu<br>7 = stimme voll und ganz gut |
| realistic_2 | Ich konnte mich gut in die im Testbericht beschriebene Situation hineinversetzen. | answer options 1 – 7                                                                  |

➔ Used to check the validity of the questionnaire

### **Extension Evaluation: Taylor and Bearden (2002)**

In wie weit stimmen Sie folgenden Aussagen zu? Die Versicherung der Marke Samsung...

|                  |                                                                                |                                                                                       |
|------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| ext_eval_after_1 | ... hat überdurchschnittliche Qualität.                                        | answer options 1 – 7<br>1 = stimme überhaupt nicht zu<br>7 = stimme voll und ganz gut |
| ext_eval_after_2 | ... hat eine höhere Qualität, als Versicherungen der meisten anderen Anbieter. | answer options 1 – 7                                                                  |
| ext_eval_after_3 | ... hat eine sehr gute Qualität.                                               | answer options 1 – 7                                                                  |

➔ Used in the additional analysis for fit and quality

### **Satisfaction: Homburg, Koschate & Hoyer (2005)**

Wie zufrieden glauben Sie war der Versicherungsnehmer?

|                |                                                                                 |                                                                                       |
|----------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| satisfaction_1 | Alles in allem, war er/sie mit der Samsung Versicherung zufrieden.              | answer options 1 – 7<br>1 = stimme überhaupt nicht zu<br>7 = stimme voll und ganz gut |
| satisfaction_2 | Die Versicherung hat seinen/ihren Erwartungen entsprochen.                      | answer options 1 – 7                                                                  |
| satisfaction_3 | Das Szenario schildert das ideale Verhalten einer Versicherung im Schadensfall. | answer options 1 – 7                                                                  |

➔ Used for manipulation checks

|               |                                                                                                   |                                                                 |
|---------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| q_total_after | Nachdem Sie den Testbericht gelesen haben, wie stufen Sie nun die Qualität der Marke Samsung ein? | answer options 1 – 7<br>1 = überhaupt nicht gut<br>7 = sehr gut |
|---------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|

➔ Used to analyze H2 and H3a&b

**Quality: Völckner and Sattler (2006) and Yoo, Donthu and Lee (2000)**

In wie weit treffen nun die folgenden Aussagen auf die Marke Samsung zu?

|           |                                                                  |                                                                                       |
|-----------|------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| q_after_1 | Die Marke Samsung ist qualitative hochwertiger als andere Marken | answer options 1 – 7<br>1 = trifft überhaupt nicht zu<br>7 = trifft voll und ganz gut |
| q_after_2 | Die Marke Samsung hebt sich positive von anderen Marken ab       | answer options 1 – 7                                                                  |
| q_after_3 | Ich schätze die Qualität der Marke Samsung extrem hoch ein.      | answer options 1 – 7                                                                  |

➔ Used to analyze H1a&b, H2 and H3a&b

**Brand Personality: Mahnik & Meyerhofer, 2006**

Bitten stellen Sie nochmals Ihren persönlichen Eindruck der Marke Samsung auf der jeweils angegebenen Skala dar:

|                        |                                                                                                                |                                                       |
|------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| brand_pers_after_1 - 9 | Innovativ / langweilig / stark / unsympathisch / prestigelos / ehrlich / authentisch / unattraktiv / kompetent | answer options 1 – 7<br>1 = innovativ, 7 = altmodisch |
|------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|

➔ Not used in analysis

|            |                                                                                 |                    |
|------------|---------------------------------------------------------------------------------|--------------------|
| perception | Hat sich Ihr Bild der Marke Samsung nach der Dienstleistungserfahrung geändert? | 1 = ja<br>2 = nein |
|------------|---------------------------------------------------------------------------------|--------------------|

➔ Used to analyze H1a&b

|                |                                                              |                                                                                      |
|----------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------|
| perception_yes | Wenn ja, wie hat sich Ihre Einstellung zu Samsung verändert? | answer options 1 – 7<br>1 = stark negative verändert<br>7 = stark positive verändert |
|----------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------|

➔ Used to analyze H1a&b

**Abschließende persönliche Angaben**

|                 |                                                 |                                                                                                |
|-----------------|-------------------------------------------------|------------------------------------------------------------------------------------------------|
| education       | Höchste abgeschlossene Schulbildung             | 1 = Pflichtschule<br>2 = Lehre/Fachschule<br>3 = Matura<br>4 = Universität/FH<br>5 = Sonstiges |
| education_other | Höchste abgeschlossene Schulbildung - sonstiges | open question                                                                                  |

|                  |                   |                                                                                              |
|------------------|-------------------|----------------------------------------------------------------------------------------------|
| profession       | Beruf             | 1 = Student/Schüler<br>2 = erwerbstätig<br>3 = arbeitslos<br>4 = in Pension<br>5 = Sonstiges |
| profession_other | Beruf - sonstiges | open question                                                                                |

|        |                          |                                                                                                   |
|--------|--------------------------|---------------------------------------------------------------------------------------------------|
| income | Nettoeinkommen pro Monat | 1 = weniger als 650 EUR<br>2 = 650 – 1.550 EUR<br>3 = 1.551 – 2.500 EUR<br>4 = mehr als 2.500 EUR |
|--------|--------------------------|---------------------------------------------------------------------------------------------------|

|                   |                             |                              |
|-------------------|-----------------------------|------------------------------|
| nationality       | Staatsbürgerschaft          | 1 = Österreich<br>2 = Andere |
| nationality_other | Staatsbürgerschaft – andere | open question                |

|     |            |                              |
|-----|------------|------------------------------|
| sex | Geschlecht | 1 = weiblich<br>2 = männlich |
|-----|------------|------------------------------|

|     |                   |               |
|-----|-------------------|---------------|
| age | Alter: ____ Jahre | open question |
|-----|-------------------|---------------|

|           |          |                                  |
|-----------|----------|----------------------------------|
| residence | Wohnsitz | 1 = Stadt<br>2 = Ländlicher Raum |
|-----------|----------|----------------------------------|

## Validity Check

Mean values and standard deviation for all 120 questionnaires in total and per version.

|                                                             | Overall |      | Version 1 |      | Version 2 |      | Version 3 |      | Version 4 |      |
|-------------------------------------------------------------|---------|------|-----------|------|-----------|------|-----------|------|-----------|------|
|                                                             | M       | SD   | M         | SD   | M         | SD   | M         | SD   | M         | SD   |
| To was easy for me to image the described situation         | 5.75    | 1.59 | 5.43      | 1.72 | 5.97      | 1.56 | 5.83      | 1.62 | 5.77      | 1.48 |
| I was able to put myself into the described scenario easily | 5.88    | 1.55 | 5.57      | 1.73 | 5.93      | 1.48 | 6.03      | 1.47 | 6.00      | 1.51 |

## **Zusammenfassung**

Markentransfers im Dienstleistungsbereichen haben einen immer größer werdenden Anteil an der Weltwirtschaft. Doch welchen Einfluss Dienstleistungsmarkentransfers auf das Image der Muttermarke haben ist erst geringfügig erforscht. Die Literatur hat sich bis jetzt zum Großteil auf den Markentransfer im Produktbereich konzentriert. Dabei hat sich gezeigt, dass der Fit zwischen Muttermarke und dem Transferprodukt eine der wichtigsten Variablen des Markentransfererfolgs darstellt.

Das Hauptaugenmerk dieser Arbeit liegt deshalb auf asymmetrischen Markentransfers, ausgehend von einer Produktmarke welche eine Dienstleistung anbietet. Im Speziellen wird erforscht, welchen Einfluss Kundenzufriedenheit hat.

Basierend auf verschiedenen Fragebögen wird zuerst der Einfluss des Markentransfers auf die Dienstleistung untersucht und danach wird das Image der Muttermarke nochmals evaluiert um feststellen zu können, welchen Einfluss die Dienstleistung auf die ursprüngliche Produktmarke hat. Insgesamt gibt es vier verschiedene Fragebögen die sich in der Ausgestaltung der Dienstleistungsszenarien unterscheiden. Eine globale Marke wird dabei verwendet und die Szenarien unterscheiden sich jeweils am Grad des Fit und der Qualität der Dienstleistungserbringung.

Die Auswertung zeigt, dass Kundenzufriedenheit den größten Effekt auf die Muttermarke hat. Diese Erkenntnisse sind einzigartig in der Markentransferforschung bei Dienstleistungen da zum ersten Mal Kundenzufriedenheit im Zuge eines Dienstleistungsszenarios manipuliert wurde.

Obwohl der Fit bis zu diesem Zeitpunkt zumeist als wichtigster Erfolgsfaktor des Markentransfers von Produkten gesehen wurde, konnten diesen Ergebnisse nicht bestätigt werden. Weder bei der Bewertung der Muttermarke noch bei der Beurteilung der Dienstleistung konnte ein Einfluss von Fit festgestellt werden.

Des Weiteren wurde nachgewiesen, dass Kundenunzufriedenheit einen stärkeren Einfluss auf die Post-Evaluierung des Images der Muttermarke hat als Kundenzufriedenheit. Diese Erkenntnisse bestätigen die Prospect-Theorie und zeigen, dass negative Dienstleistungserfahrungen einen stärkeren Einfluss auf das Image der Muttermarke haben als positive.

# Curriculum Vitae: Alexandra Steyer, BA

## Educational Background

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|             |                                                                                                                   |
|-------------|-------------------------------------------------------------------------------------------------------------------|
| 2010 - 2013 | Master in International Business Administration at the University of Vienna                                       |
| 2007 - 2010 | Bachelor in Management of International Business Processes at the University of Applied Sciences Joanneum in Graz |
| 2009        | Exchange student in Monterrey, Mexico at the ITESM Monterrey                                                      |
| 2002 - 2007 | A-level at the business school BHAK Grazbachgasse in Graz                                                         |

## Work Experience

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|      |                                                                                                                                                                                 |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2013 | <i>ÖBB, Vienna, Austria</i><br>Trainee in Marketing                                                                                                                             |
| 2012 | <i>WKO – AußenwirtschaftsCenter Mexiko, Mexico City, Mexico</i><br>Voluntary service at the Austrian Office for Foreign Trade in Mexico                                         |
| 2012 | <i>ProMéxico, Mexico-City, Mexico</i><br>Voluntary service at the Mexican Government institution in charge of strengthening Mexico's participation in the international economy |
| 2012 | <i>L'Oréal, Vienna, Austria</i><br>Student working at a part time basis in the marketing department                                                                             |
| 2011 | <i>L'Oréal, Vienna, Austria</i><br>Marketing intern at L'Oréal working in the consumer product division                                                                         |
| 2009 | <i>Johnson &amp; Johnson, Hallein, Austria</i><br>Marketing intern at Johnson & Johnson working in the consumer product division                                                |

## Language Skills

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|         |                                         |
|---------|-----------------------------------------|
| German  | mother tongue                           |
| English | fluent in reading, writing and speaking |
| Spanish | good knowledge                          |
| French  | basic knowledge                         |