



Brand origin and product characteristics effects on corporate versus product brand equity in B2B markets

Silvana Dimitrov
20325267

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ABSTRACT

Prior research on branding has emphasised the choices companies have between product and corporate branding and what drives these choices. B2B markets are expected to differ from individual consumers in the value they place on the corporate brand versus the product brand due to the complicated nature of organisational buying. Brand origin and product characteristics are said to have an effect on customers' evaluations of brand equity.

The study design was causal/experimental in nature and data from 189 B2B customers located in SA and Europe was collected via a survey. The unit of analysis was customers' evaluations of brand equity and multivariate statistical techniques were employed in the data analysis.

The study results suggest that brand origin has an effect on customers' evaluations of brand equity and local customers place more value on the corporate brand than their international counterparts. B2B customers are well aware of the product brand they buy and that product brand awareness drives product brand equity. Commodity and differentiated customers do not differ in their evaluations of corporate versus product brand equity. The findings from this research can contribute to the body of knowledge in the domain of building brand equity in B2B customers with specific implications to brand managers and CEO's.



DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the Degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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1 INTRODUCTION AND PROBLEM DEFINITION

1.1 Introduction

The world in which companies operate today has fundamentally changed. Technologies from IT to biotechnology are changing science and society and at the same time social concerns from environmental impact and climate change to corporate social responsibility are changing the relationships of companies to the societies in which they operate (Wind, 2008).

Shortages of knowledge workers and loss of skills and institutional memory as baby boomers leave the work force is a hot topic of discussion at many large companies and one aspect concerns the extent to which branding efforts aimed at current and future employees can deal with these consequences. Branding efforts are no longer seen as just the job of the marketing department. Today companies market almost as avidly to the investment community, to government regulators and legislators, to suppliers and to present and potential employees as they do to their customers and end users. In expanding the concept of customers to embrace external constituencies and in thinking about the organisation itself having internal constituencies, practitioners recognize the vastly complicated task of managing brands in the 21st century (Berthon, Holbrook, Hulbert and Pitt, 2008).

1.2 Importance of brand equity

Executives like to talk about strong brands as platform for sustained growth and the link between brand equity and shareholder value is well accepted (Berg, Matthews and O'Hare, 2007).

Most of the time, brand equity is measured with a financial perspective, based on cost, margins, profit, ROA etc (Chen, 2007). The Interbrand consulting company, for example, takes financial perspective to measure a brand's equity, which is useful for brand acquisition, franchising or royalty calculations.

Since the 1990's, the definition of brand equity has changed because of changes in the international accounting standard. The accounting standard has to relate to the reporting of the financial value of intangible assets (Feldwick, 1996).

In recent years, however, the gap between market capitalisation and net book value has increased to enormous proportions driven largely by the importance of intangible assets. Key elements of intangible assets are a company's brands – both for the company as a whole and for its separate products – and the customer and other relationships embedded therein. Research links both price premiums and market share to brand equity. Financial markets analysts are intrigued to find out that the ratios of market capitalisation to revenues can range from as high as 20 to 1 for companies such as Microsoft, Nokia and Louis Vuitton to as low as 0.6 to 1 for companies such as Ford, Volkswagen and Hertz (Berthon *et al.*, 2008).



In recent years research has shifted to focus on non-financial brand equity and values. Studies directly or indirectly measure the utility or value customers attach to brand names (Chen, 2007).

Considering the effect branding has on the various stakeholders and the role of brands in delivering value to both customers and firm performance companies face serious decisions about their approach to branding.

1.3 Branding decisions

When communicating with customers, multinational companies face decisions on what type of branding strategy to employ. Businesses can choose whether to label an individual product by a separate brand name (“stand alone”), by only the corporate brand name (“monolithic), or by the two names together (“endorsed” or “dual”) (Laforet and Saunders, 1994 in Berens, van Riel and van Bruggen, 2005). An important managerial question is – which of these strategies should a company choose and under what conditions?

Companies today make use of a combination of brand attributes to meet the expectations of specific customers in various economic conditions (Xie and Boggs, 2006). Numerous corporate and product brands are actively competing in world markets. The corporate brand as argued by Aaker (2004, p.6) “defines the firm that will deliver and stand behind the offering that the customer will buy and use”. The

brand has access to organisational as well as product associations and the flexibility to play several roles within the brand portfolio.

For example, Procter & Gamble uses separate brand names without reference to the corporate brand, Philips uses its corporate brand prominently on most of its products and Nestle uses its corporate name as an endorser behind many of its products (Berens *et al.*, 2005).

Rather than spend their marketing dollars on branding individual products, many companies today promote a corporate brand – “a single umbrella image that casts one glow over a panoply of products” (Hatch and Schultz, 2001). More recently corporate brands have become enormously valuable assets – companies with strong corporate brands can have market values that are twice their book values (Hatch and Schultz, 2001).

A recent phenomenon is the shift in marketing emphasis from product brands to corporate brands and this is evident in the studies done by Hatch and Schultz (2003), Knox and Bickerton (2003), Aaker (2004), Xie and Boggs (2006), Kay (2006). The shift from product to corporate branding is ascribed to difficulties in maintaining credible product differentiation in the face of imitation and homogenisation of products and services and the fragmentation of traditional markets segments as customers become more sophisticated and markets more

complex. Differentiation requires positioning, not products, but the whole corporation (Hatch and Schultz, 2003).

1.4 Branding decisions and type of market

A further branding decision companies face is whether to employ corporate or product branding strategies depending on the markets they play in – consumer or business-to-business (B2B) markets.

While the power of branding is widely acknowledged in consumer markets, the nature and importance of branding in industrial markets remains under-researched (Kuhn, Alpert and Pope, 2008). Business-to-business brands are often corporate brands, hence it has become critical to understand brands from this perspective. The complexity of business-to-business branding lies in the many people involved, both on the company side and in terms of the many different market segments the company should be targeting. One challenge for business-to-business brands is how to decommo-ditise to create product and service difference (Gylling and Lindberg-Repo, 2005).

In choosing between a corporate versus product branding managers need an answer to a further question - what value do customers associate with a company's corporate or product brand?

Aaker (1996) proposes different sources of brand equity - for example brand awareness, associations, other proprietary assets, perceived quality and loyalty.

Often though, there is no distinction made between consumer and industrial brands. Kuhn *et al.* (2008) suggest that what makes a brand valuable in a B2B context will differ from that in a consumer environment.

This leads to the next question – under what conditions will customers place more value in the corporate or product brand in B2B markets?

1.5 Branding drivers in B2B markets

Whilst the power of branding is widely recognised in consumer markets, brand equity in B2B settings has received little attention in the marketing literature. Many business-to-business (B2B) strategists have claimed that branding belongs in the consumer realm and branding adds little value to functional industrial products (Kuhn *et al.*, 2008).

Aaker (1991), however, argues that what a brand means to a buyer can be a determining factor in deciding between industrial purchase alternatives.

The most comprehensive consumer brand equity model available in the academic literature is Keller's (1993, 2001). Keller recognises the general differences between consumer and B2B markets, but his primary focus is on consumer markets. Kuhn *et al.* (2008) revise Keller's model to address the managerial need for assessment of industrial branding efforts building on Keller's customer based brand equity framework and B2B research.



Some of the major differences between brand building in consumer and B2B markets are identified as the effect of sales people on B2B brand associations (Gordon, Calantone, Di Benedetto and Anthony, 1993), the impact of the buying centre and other interest groups on the industrial buying decision (Gordon *et al.*, 1993) and elements relating to the company's reputation, profitability and market share (Kuhn *et al.*, 2008). Keller's model has limitations in recognising the effect of the buying centre or decision making unit in industrial context, which has an impact on brand equity.

Gordon *et al.* (1993) suggest that in industrial context a buyer's purchase depends not only on their assessment of the product's functional benefits, but also on their evaluation of the company's sales people.

Abratt and Mofokeng (2001) found supplier reputation to be more important than price and Mudambi (2002) confirms that industrial buyers place emphasis on risk reduction and one way of managing that is to buy leading brands from reputable companies.

Gordon *et al.* (1993) also found that B2B products are often marketed under the manufacturer label or a hybrid name where the company's name is used with a specific product name. This makes the company name an important decision variable.

Research done by Balabanis and Diamantopoulos (2008) suggests that brand origin affects the way it will be perceived by consumers and the extent to which it will be preferred when it comes to making a buying decision. A further decision which multinational companies face is therefore linked to the effect of brand origin on the value customers place on the corporate versus product brand.

A company's desirability of having or maintaining a corporate brand is said to be reliant on a host of factors such as the organisation's strategy, or where there is a monopoly or where the markets are commoditised (Balmer and Gray, 2003). This presents an interesting perspective for companies who operate globally in commodity and differentiated products.

1.6 Conclusion

From the review of literature in building brand equity in B2B markets it is evident that the area is under researched and what drives industrial buying differs from the way individual consumers buy.

The current research will focus on contributing to the body of knowledge in the domain of building brand equity in B2B markets. The purpose of this study is to investigate the effects product characteristics and brand origin have on customers' evaluations of product and corporate brand equity in B2B markets. An important managerial question is – do customers' evaluations of brand equity differ depending on their geographic location relative to the brand origin and the product category and where does the brand equity lie – in the product or corporate brand?

Answering this question can provide organisations with insight into which branding strategy is more effective when a company wants to leverage a specific type of corporate or product association. This research also has practical implications for marketing/brand managers who need to decide which brands to drive and how to allocate marketing resources.

The paper employs Aaker's (1996) brand equity measurements in the analysis. The study is done in a large South African pulp and paper manufacturing company, which has global brands, customers and manufacturing and operates in a B2B context competing in both commodity and differentiated product categories.

The approach chosen in the current research is customer based – brand equity or brand value is something that is present in the mind of the customers and can be measured at the customer (Jensen and Klastrup, 2008).

In terms of the structure of this report Chapter 2 deals with the theoretical background of the main concepts used. Chapter 3 covers the conceptual framework and research hypotheses. Chapter 4 discusses the research design and methodology chosen. Chapters 5 and 6 reflect the results and discussion of the findings respectively. Chapter 7 offers a summary of the main findings with implications for managers and CEO's and directions for future research.

2 LITERATURE REVIEW

Five streams of research provide the theoretical background for this study: brand equity research, corporate and product branding research, brand origin research, product characteristics and B2B market research.

2.1 Brand equity

In the past decade research has focused much attention on the brand equity construct and brand equity has been linked to the incremental utility or value added to a product by its brand name (Yoo and Donthu, 2001), brand loyalty, brand awareness, perceived quality, brand associations and other proprietary brand assets (Aaker, 1996), brand knowledge such as brand awareness and brand associations (Keller, 1993).

Hutton (1997) further explains that brand equity is reflected in buyers' willingness to pay a premium for a favored brand in preference to others, recommend it to peers, and give consideration to other company offerings.

Brand equity is believed to provide value to customers and to the firm. According to Aaker (1991) brand equity provides value to customers by enhancing their interpretation and processing of information, confidence in the purchase decision and satisfaction. Brand equity also provides value to the firm by enhancing efficiency and effectiveness of marketing programmes (Yoo and Donthu, 2001),

consumer's willingness to pay premium prices (Keller, 1993) in mergers and acquisitions and in brand redeployment (Jaju, Joiner and Reddy, 2006).

The importance of brand equity in managing performance failures is emphasized in another study which has shown that higher brand equity helps to offset the negative fallout from a failure incident – whether it is product quality or service delivery (Brady, Cronin, Fox & Roehm, 2008). Customers exposed to a failure incident are more satisfied and more willing to purchase high equity brands than low equity brands.

A review of the brand equity literature reveals that Aaker (1996, 2004) and Keller (1993, 2001) have the most comprehensive models on measuring brand equity.

2.1.1 Aaker's brand equity model

Aaker (1996) states that every brand retains a certain amount of brand equity, defined as the assets or liabilities associated with the brand that add to, or subtract from, the value the product provides. He identifies four dimensions of brand equity – loyalty, perceived quality, associations and awareness.

Loyalty according to Aaker (1996) is a core dimension of brand equity. A loyal customer base represents a barrier to entry, a basis for a price premium and time to respond to competitor innovations. A basic indicator of loyalty is the price premium a customer will pay for a brand in comparison to another brand offering similar benefits. A further driver of loyalty is satisfaction with the product especially

when the purchase and use represent habitual behaviour. A direct loyalty measure according to Aaker (1996) is the intention to buy.

Perceived quality is an association at the core of brand equity according to Aaker (1996). Perceived quality has been shown to be associated with price premiums, price elasticities, brand usage and stock return. Measuring perceived quality involves a competitor frame of reference.

Leadership reflects market size, popularity and innovation, however Aaker (1996) warns that brand leadership is not a simple construct and is not well researched such as loyalty, perceived quality and awareness.

Perceived value focuses on the brand as product and measures the value proposition of the brand to the customer (Aaker, 1996). A second element of association is brand personality, which is based on the brand as a person perspective. Brand personality can provide a link to the emotional and self expressive benefits. Not all brands are personality brands and using personality as an indicator for brand strength can be a distortion for brands positioned on the basis of functional benefits and brand value.

Aaker (1996) further links organisational associations to brand equity evaluating the brand as an organisation perspective, which considers the organisation behind the brand. This perspective is helpful when the organisation is visible or when a

corporate brand is involved. Organisational associations that are often important bases of differentiation include being innovative, having a concern for customers, striving for high quality, being community oriented and a global player.

Brand awareness is the fourth dimension of brand equity according to Aaker (1996). Awareness can affect perceptions and attitudes and in some contexts can be a driver of brand choice and loyalty. Awareness reflects the salience of the brand in the customer's mind.

Aaker (1996) adds a fifth dimension to brand equity measures called market behaviour and these measures do not require surveys – they can be measured using company's financial measures. The performance of the brand as measured by market share often provides a good reflection of the brand's standing with customers. If competitors improve their brand equity, their share should respond.

A summary of Aaker's proposed measures of brand equity is provided in Table 1 – as Aaker strives for a single measure of brand equity he proposes that all constructs are weighted equally.

Table 1: The Brand Equity Ten (Aaker, 1996)

Loyalty Measures	Price premium Satisfaction/Loyalty
Perceived Quality/ Leadership Measures	Perceived quality Leadership
Association/Differentiation Measures	Perceived value Brand personality Organisational associations
Awareness Measures	Brand awareness
Market Behaviour Measures	Market share Price and distribution indices

2.1.2 Keller's consumer based brand equity framework

Brand equity, as defined by Keller (1993) occurs when a brand is known and has some strong, favorable and unique associations in a consumer's memory. Keller's brand equity model identifies four steps for building a strong brand in order for a completely harmonious relationship to exist between customers and the brand. The Keller model is focused primarily on an individual consumer's perceptions of brands in the assessment of brand equity.

The first step in building a strong brand is to ensure identification of the brand with customers and an association of the brand in customers' minds with a specific product category or customer need (Keller, 2001).

The second step establishes brand meaning by strategically linking tangible and intangible brand associations. Brand meaning is therefore characterized in either functional (brand performance) or abstract (image-related) associations. Brand meaning relates to product performance, reliability, price, service effectiveness as well as to purchase and usage situations, personality and values and experiences (Keller, 2001).

Brand response is the third step in Keller's model and represents opinions and evaluations of the brand based on a combination of associations identified in brand meaning. These judgments include overall quality, credibility, consideration and superiority. Brand responses include customers' emotional responses such as social approval, security, self-respect, excitement and warmth (Keller, 2001).

The fourth dimension of brand equity according to Keller is to convert brand response into an intense, active loyalty relationship between customers and the brand. Also referred to as brand resonance this fourth level is about the level of personal identification between the customer and the brand (Keller, 2001).

This approach reflects a customer focus on the functional, emotional and self-expressive benefits of brands. In contrast, it is argued that industrial brand management is characterised by branding at the corporate level (Gylling and

Lindberg-Repo, 2006). This suggests that different types of feelings and imagery to those specified by Keller, may be required in a B2B brand equity model.

The branding space today represents a mesh of different brands employed by companies in their quest to provide value to customers and to enhance the organisation's performance. The next section deals with the alternatives available to organisations when it comes to making branding decisions.

2.2 Corporate versus product branding decisions

2.2.1 Product branding

The study of branding has traditionally been dominated by an emphasis on product brands, the focus of which is on the unique features associated with a particular item of a firm's product portfolio (Xie and Boggs, 2006).

The concept of the product brand can be traced back to product marketing where the role of branding and brand management has been primarily to create differentiation and preference for a product or service in the mind of the customer (Knox and Bickerton, 2003).

The development of product branding over the past 30 years is characterised by layers of added value built around the core functionality of the product or service to create and maintain distinction in a particular market. Knox and Bickerton (2003) state that product brand management techniques have evolved with the

emergence of metrics such as brand image, brand positioning through to brand identity.

2.2.2 Corporate branding

The role of the corporate brand, however, seems to attract attention in recent years and different researchers see its emergence in different ways.

The shift from product to corporate branding is ascribed to difficulties in maintaining credible product differentiation in the face of imitation and homogenisation of products and services as well as the fragmentation of traditional market segments that takes place as customers become more sophisticated. This differentiation according to Hatch and Schultz (2003) requires positioning not products, but the whole organisation. Accordingly, the values and emotions that describe the organisation become key elements of differentiation strategies.

Knox and Bickerton (2003) see the corporate brand as an “evolutionary development of traditional product brand management as a result of the increasing influence of the organisation behind the brand and an increasing acceptance of its role in creating economic value”. The authors state that corporate branding shares the same objective as product branding and that is to create differentiation and preference.

Knox and Bickerton (2003) identify six distinct practices of corporate branding, which they define as the six conventions of corporate branding. The first

convention is the brand context. In their study they confirm the context for corporate branding to consist of four variables – vision, culture, image and competitive landscape. The first three were studied by Hatch and Schultz (2003).

The second convention according to Knox and Bickerton (2003) is brand construction or the corporate brand positioning framework. The corporate brand positioning framework consists of organisational attributes, performance, portfolio and network benefits. The third practice is brand confirmation or articulating the brand proposition. This is the process of developing an agreed corporate language for all organisation communications.

The fourth practice is brand consistency and this involves developing consistent corporate communications. The fifth convention is brand continuity – this practice involves identifying business processes impacting the corporate brand and how these processes contribute to the delivery of customer value. The sixth convention is brand conditioning and this is a continuous cycle of brand monitoring, development and renewal according to Knox and Bickerton (2003).

Balmer (1998) in Bick, Jacobson and Abratt (2003) draws a distinction between corporate identity and corporate branding by stating that identity relates to ‘what a corporation is’, while brand referred to what was expected of the organisation.

Bick, Jacobson and Abratt (2003) define corporate branding further as a manifestation of the features that distinguish an organisation from its competitors and a reflection of the organisation's ability to satisfy customer needs – trust in the company to deliver a consistent level of product/service, quality of the product/service at a reasonable price and the reduction of risk of making an unwise purchase decision.

Balmer (2001) continues to link corporate identity and corporate brand and offers the following definition of a corporate brand – the conscious decision by senior management to distil and make known the attributes of the organisation's identity in the form of clearly defined branding proposition. Balmer (2001) includes the cultural element to corporate branding by stating that “an organisation's identity comprises of a mix of sub cultures – professional, national as well as corporate”.

De Chernatony (2002) argues that a brand is a brand, regardless of its context and that it is the enactment of the brand that is different between corporate and product brands. The author suggests that a brand is an intangible asset because of its ethereal characteristics and different people find different ways to make sense of it. In product branding managers emphasize the brand's functional form whereas in corporate branding managers elevate the importance of the corporation's name (de Chernatony, 2002).

The complexity of business-to-business brands is addressed by Gylling and Lindberg-Repo (2006) who argue that B2B brands are often corporate brands as a result of the many people involved. The authors state that corporate branding in that context is about multiple stakeholders interacting with the employees of the organisation. Gylling and Lindberg-Repo (2006) also see the corporate brand as an evolution to product branding and that marketing appeal has shifted from the 20th century priorities of features ('what the product has') to benefits ('what it does') to experience ('what you feel') and further to identification ('who you are').

2.2.3 Corporate versus product branding

Aaker (2004) states that organisational associations may be relevant to product brands, but the number, power, and credibility of organisational associations will be greater for a brand that visibly represents a corporate organisation. In particular, a corporate brand will potentially have a rich heritage, assets and capabilities, people, values and priorities, a local or global frame of reference and a financial performance record.

Most researchers agree that corporate brands are fundamentally different from product brands in terms of disciplinary approach and management, and corporate brands have a multi-stakeholder rather than just customer orientation – Balmer (2001), Balmer and Gray (2003), Hatch and Schultz (2003), Xie and Boggs (2006).

Balmer and Gray (2003) and Hatch and Schultz (2003) argue that corporate branding is more strategic than the normally functional product branding.

Corporate branding differs from product branding in a way that focus shifts from the product to the corporation, managerial responsibility rests at a higher executive level whereas responsibility for product brands tends to be with middle management marketing function. In addition, product brands target specific consumers, while corporate brands relate to all the company's stakeholders (internal and external), product brands are short term compared to corporate brands that carry vision and company's heritage.

Hatch and Schultz (2003) in particular identify the major differences between corporate and product branding. The authors suggest that because corporate branding focuses attention on the corporation in ways even endorsed product brands never did, it exposes the corporations and their members to far greater scrutiny. This places emphasis on organisational behaviour, which even at the level of every day employee interactions, becomes visible so that the organisation becomes more transparent. In turn, the importance of a healthy organisational culture is elevated.

A study done by Einwiller and Will (2002) identifies five factors contributing to the development underlying corporate branding. The importance of corporate branding is firstly attributed to the growing importance of capital markets. A strong corporate brand and favourable reputation is regarded as a prerequisite to succeed in the global financial market place. Further drive for corporate branding is the war for talent. A company's reputation plays a critical role when it comes to winning talent.



Third factor is the need for synergy between brands – corporate values become more important as consumers become more critical, better educated and more demanding. Consumers want to know if the company is trustworthy and corporate values like integrity, financial solidity, social and environmental responsibility are important signals for consumers.

Growing demand for transparency due to increased obligations concerning corporate governance and financial disclosure is a fourth factor (Einwiller and Will, 2002). The fifth factor contributing to the rising importance of corporate branding as identified by the two authors is the need for coordination and identity problems in multinational corporations. The corporate brand is said to hold the structure of the corporation together.

Hatch and Schultz (2003) conclude that companies successful in establishing a corporate brand are more competitive than companies relying on product brands in the fragmented markets created by globalisation.

The next section deals with the drivers of the corporate versus product branding decision.

2.3 Drivers of the product versus corporate branding decision

2.3.1 Product characteristics

Balmer and Gray (2003) state that the desirability of having or maintaining a corporate brand will depend on a host of factors, one of which is whether the company's markets are commoditised.

Levitt (1980) in Narver and Slater (1990) suggests that in trying to create value for buyers commodity businesses usually are unable to adapt their 'generic product', rather they must add customer benefits to the generic product and/or reduce the buyers' non-price costs.

Non-commodity or differentiated businesses, on the other hand, are ones that in trying to create superior value for buyers can adapt their generic product or service somewhat as well as add customer benefits to their generic product and/or reduce the customers' non-price costs (Narver and Slater, 1990).

2.3.2 Brand origin

Country of origin effect refers to "the picture, the reputation, the stereotype that businessmen and consumers attach to products of a specific country" (Nagashima, 1970 in Lin and Kao, 2004).

The brand origin concept follows on the country of origin (COO) and product ethnicity concepts studied by Thakor and Kohli (1996), Srinivasan, Jain and Sikand

(2004), Lin and Kao (2004), Pecotich and Ward (2007) and Usinier and Cestre (2007). These studies confirm that consumers' product evaluations and buying intentions are related to the origin of the products (Balabanis and Diamantopoulos, 2008).

While the emphasis of COO research is on buying products made in the home nation or where the products are made, globalisation of world markets implies research focus on global or international brands across countries and continents (Pecotich and Ward, 2007). Brand managers need to know whether consumers believe the brand name to contain a unique message or be simply the carrier of the COO effect.

The brand origin concept further developed by Balabanis and Diamantopoulos (2008) refers to the actual geographical origin of a brand or where the "corporate headquarters of the company marketing the brand is located", regardless of the place in which the brand in question is produced.

Aaker (2004) also brings in the international perspective as he refers to the corporate brand having either a local or global orientation. According to him being local provides two benefits – it allows customers to take pride in successful local companies and express that pride in their purchasing patterns; second, companies can relate to customers by providing a look and feel and brand position that is attuned to local culture.

Aaker (2004) further argues that being global – that is having visibility, aspirations and reach – has several potential advantages to companies. There is prestige attached to a brand that has made it globally and customers are likely to recognize and respect the brand. Further, there is an implication that if it is successful globally the brand must also deliver innovation and quality products and services.

2.3.3 Nature of B2B markets

The nature of business-to-business (B2B) markets, characterised by multiple influences, professional buying, and long term relationships, is very different from that of consumer buying. Because organisations buy in order to achieve organisational purposes, there is more emphasis on functionality. The starting point for understanding organisational buying is to recognize that an organisation's demand for products and services is derived from the activities involved in supplying its customers. That is, businesses buy only as required to meet the needs of their customers (Hayes, Jenster and Aaby, 1996).

While larger and often more complex, organisations - like consumers - develop preferences, attitudes, and behaviors through perceptions, information processing, and experience. Likewise, organisations have an organisation style that creates a relatively stable pattern of organisational behavior. Organisational style is much like lifestyle in that organisations vary dramatically in terms of how they make decisions and how they approach problems involving risk, innovation, and change. Organisational style reflects and shapes organisational needs and attitudes, which

in turn influence how organisations make decisions. Because they each have different needs, objectives and styles, they in return have different experiences and attitudes. These differences influence how each organisation solves purchase problems (Hawkins, Best and Coney, 1992).

Because of the nature, size, and consequences of some organisational decisions, decision making units within organizations can become large and complex. Large, highly structured organisations ordinarily involve more individuals in a purchase decision than do smaller, less formal firms. Important decisions are likely to draw into decision process individuals from a wider variety of functional areas and organisational levels than are less important purchase decisions (Hayes *et al.*, 1996).

Organisational decisions tend to be less emotional than many consumer purchase decisions. However, because humans with psychological needs and emotions influence these decisions, this aspect of marketing to an organisational customer cannot be overlooked or underestimated. Most organisations have as an objective to either improve their performance or lower their cost as a result of the purchases they make.

The buying process of the organisation is also influenced by the complexity and difficulty of the decision task. Less complex, routine decisions are generally made by an individual or a small group without extensive effort. At the other extreme are

organisational decisions that are complex and have major firm implications. A continuum of purchase situations lies between these two extremes.

A business, marketing to another business, has to understand how their products or services will impact the client's cost of operations and performance. While the client's business is always seeking ways to economically improve its operations, it may not recognise problems that prevent them from improving. Thus, the task of the selling organisation is to understand the needs of the client organisation so that they can point out problems and solutions that the client organisation has not yet recognised.

As already mentioned, needs and attitudes influence how organisations make decisions. According to Aaker, Kumar and Day (1998) attitudes are mental states used by individuals to structure the way they perceive their environment and guide the way they respond to it. There is a general acceptance that there are three related components that form an attitude: a cognitive or knowledge component, a liking or affective component, and an intentions or actions component.

The cognitive or knowledge component represents a person's information about an object. This information includes awareness of the existence of the object, beliefs about the characteristics or attributes of the object, and judgments about the relative importance of each of the attributes. The affective or liking component

summarizes the person's overall feelings toward an object, situation, or person. Liking is expressed in terms of preference for one alternative over another.

The intention or action component refers to a person's expectations of future behavior toward an object. Intentions usually are limited to distinct time period that depends on buying habits and planning horizons.

What management really wants to understand and ultimately influence is behavior. For many reasons, however, they are likely to use attitude measures instead of behavior because there is a widely held belief that attitudes are precursors of behavior (Aaker, Kumar and Day, 1998).

3 RESEARCH FRAMEWORK AND HYPOTHESES

3.1 Conceptual framework

If one is to understand and communicate information about objects and events, there must be a common ground on which to do it. Concepts are used for this purpose. According to Cooper and Schindler (1998) a concept is a bundle of meanings or characteristics associated with certain events, objects, conditions, situations, and the like. Constructs are built by combining the simpler concepts – a construct is an image or idea specifically invented for a given research and/or theory building purpose (Cooper and Schindler, 1998).

Constructs that are used in the current research are such as brand equity, business-to-business (B2B), corporate branding and product branding, decision making unit, brand origin and product characteristics/product category.

Figure 1 graphically displays the research model underlying the current research. The researcher proposes four sets of relationships. Two stimulus factors – brand origin and product characteristics – and two dependent variables – corporate and product brand equity are presented in Figure 1. Corporate and product brand equity are further broken down into four dimensions – brand awareness, brand loyalty, perceived quality and associations.

As the brand equity evaluations of the decision making unit members – buyer, plant/production manager and general manager – are also of interest in this research, they are displayed in the conceptual framework alongside the main stimulus factors – brand origin and product characteristics.

South African customers are considered local to the brand origin and European customers are considered international to the brand origin.

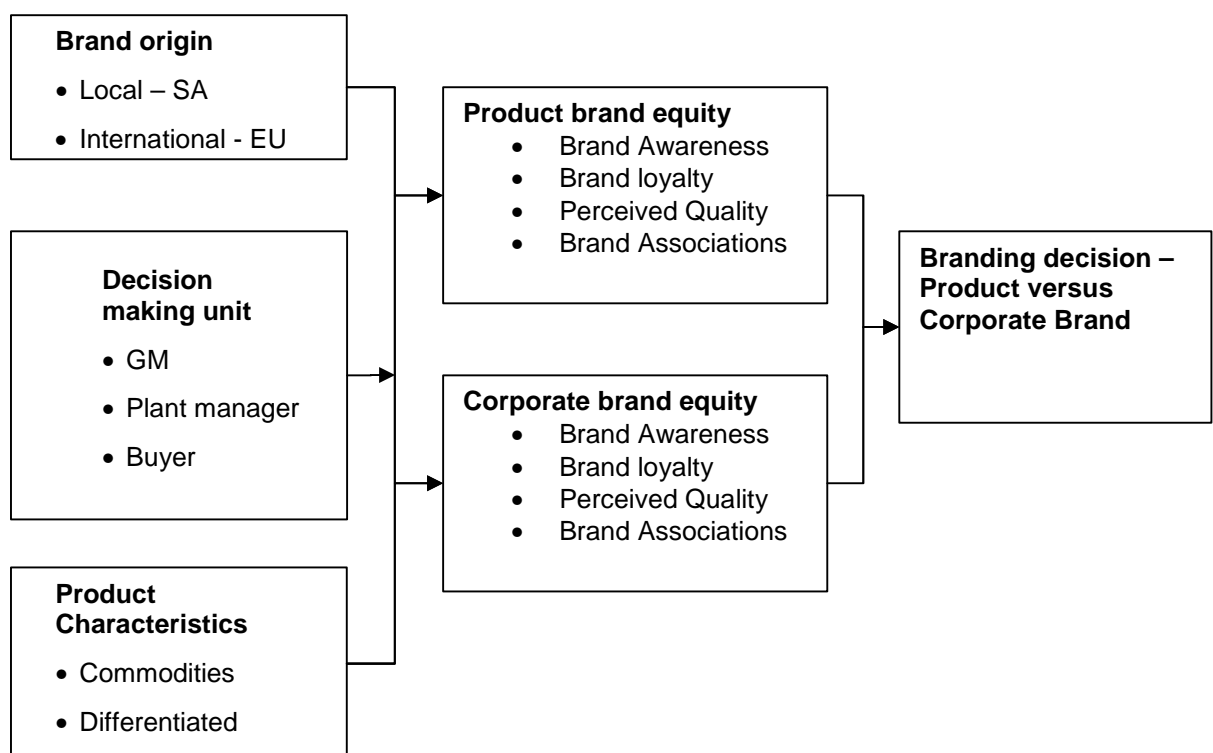


Figure 1: Conceptual framework of the research paper

The research hypotheses that have been formulated as a result of the literature review are stated below. Through hypothesis testing the researcher can make inferences about the population and more specifically in testing hypotheses the aim is to examine whether a particular proposition concerning the population is

likely to hold or not (Diamantopoulos and Schlegelmilch, 1997). Two hypotheses are formed and discussed as follows.

3.2 Research hypothesis 1

3.2.1 Hypothesis 1 formulation

The first hypothesis includes the propositions made in the literature review relating to customers' evaluations of corporate and product brand equity depending on the nature of their markets (B2B versus consumer markets), their location relative to the brand origin and the product characteristics. Customers' evaluations of the four dimensions and the total corporate and brand equity measures are expected to differ.

Industrial brand management is said to be characterised by branding at the corporate level (Gylling and Lindberg-Repo, 2006). This suggests that different types of feelings and imagery to those specified by Keller may be required in a B2B brand equity model. B2B customers are expected to place more equity on the corporate brand.

In addition, studies confirm that consumers' product evaluations and buying intentions are related to the origin of the products (Balabanis and Diamantopoulos, 2008). According to Aaker (2004) customers take pride in successful local companies and express that pride in their purchasing patterns.

Balmer and Gray (2003) suggest that the desirability of having or maintaining a corporate brand will depend on whether the company's markets are commoditised.

Large organisations often have a buying centre consisting of number of parties from various departments all of whom impact the purchase decision (Gordon *et al.*, 1993). Industrial buying is also characterised by risk minimising and companies are said to buy from reputable suppliers to minimise risk (Mudambi, 2002). The decision making unit at industrial customers consists of general manager, buyer and production/plant manager. The three are expected to differ in their brand equity evaluations and the value they place on product functionality and company's reputation.

The first hypothesis is formulated as follows:

3.2.2 Hypothesis 1 statement

Null Hypothesis 1 (H₀₁): There is no difference between customers' evaluations of product and corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

Specifically, this hypothesis is stated for the following groups:

- a) All B2B customers
- b) Local (SA) customers
- c) International (EU) customers

- d) Commodities products customers
- e) Differentiated products customers
- f) Buyers, general managers and plant/production managers

Alternative Hypothesis (H₁): There is a difference between customers' evaluations of product and corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

Specifically, this hypothesis is stated for the following groups:

- a) All B2B customers
- b) Local (SA) customers
- c) International (EU) customers
- d) Commodities products customers
- e) Differentiated products customers
- f) Buyers, general managers and plant/production managers

3.3 Research hypothesis 2

3.3.1 Hypothesis 2 and hypothesis 3 formulation

Hypotheses 2 and 3 examine the effect of brand origin and product characteristics on customers' evaluations of product and corporate brand equity and the four dimensions thereof – brand awareness, brand loyalty, perceived quality and associations. South African customers are considered local to the brand origin and European customers are considered international to the brand origin. For the

purpose of this research customers are grouped in four groups depending on their location relative to the brand origin and their product category as shown in Figure 2 below:

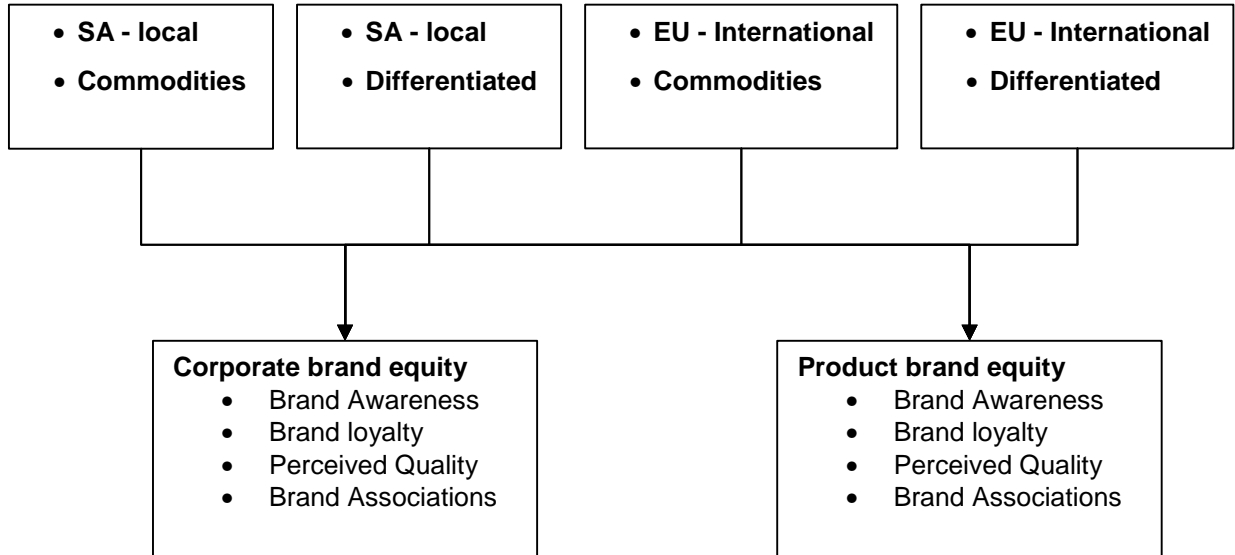


Figure 2: Grouping of customers depending on location and product category

The second research hypothesis is:

3.3.2 Hypothesis 2 statement

Null Hypothesis 2 (H0₂):

- a) Location has no effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- b) Product category has no effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.



- c) Product category and location have no interaction effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

Alternative Hypothesis 2 (H₂):

- a) Location has an effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- b) Product category has an effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- c) Product category and location have an interaction effect on customers' evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

3.4 Research hypothesis 3

3.4.1 Hypothesis 3 statement

Null Hypothesis 3 (H₀₃):

- a) Location has no effect on customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.



- b) Product category has no effect on the customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- c) Product category and location have no interaction effect on customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

Alternative Hypothesis 3 (H₃):

- a) Location has an effect on customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- b) Product category has an effect on customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.
- c) Product category and location have an interaction effect on customers' evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

4 RESEARCH METHODOLOGY

4.1 Introduction

The first step in the current research was exploratory study in the form of search of secondary data, which has been presented in detail in the literature study. Secondary information is information that has been collected for some other purposes; it comes from sources such as libraries, online services and trade associations (Sudman and Blair, 1998).

The second step is a formal study which begins where exploration leaves off – it starts with a hypothesis and involves precise procedures and data source specifications (Cooper and Schindler, 1998).

The second step in the research is quantitative in nature which is shown in the research method, design, sampling and data analysis detailed in the next sections of this report.

4.2 Research design

Causal/experimental research has been used to accomplish the researcher's objective – to identify the effect of brand origin and product category on the brand equity customers associate with product versus corporate brands. The main goal of causal research is to identify cause-and-effect relationships among variables. In causal studies it is typical to have an expectation of the relationship to be explained such as the prediction about the influence of price, packaging and the

like on sales (Zikmund, 2003). Causal research attempts to establish that when we do one thing, another thing will follow.

More specifically the research method involves experimental research to allow for evaluation of causal relationships between variables (Zikmund, 2003). In a typical experiment one variable (the independent variable) is manipulated and its effect on another variable (the dependent variable) is measured while all other variables that may confound such a relationship are eliminated or controlled. In the current research the independent variables – brand origin and product characteristics – were measured and controlled statistically rather than through time or control as in a typical experiment. The dependent variables are corporate brand equity and product brand equity.

A factorial design was utilised to test the interaction of the independent variables – brand origin and product category. A factorial design allows for testing the effects of two or more treatment factors at various levels (Zikmund, 2003). By using factorial design in the current research one can investigate the main effect – the influence on the dependent variable (brand equity) by each independent variable (brand origin and product category). In addition the researcher can investigate the interaction effect of the two independent variables (brand origin and product category), which may be greater than the total of the main effects (Zikmund, 2003).

4.3 Unit of analysis, population and sample selection

4.3.1 Unit of analysis

Zikmund (2003) states that the unit of analysis specifies the level of investigation focus. In the current research the unit of analysis was customers' evaluations of brand equity and the unit of response is the customer.

4.3.2 Population

A population according to Zikmund (2003) is any complete group of people, companies, hospitals, stores, college students, or the like that share some set of characteristics. A population is the total collection of elements about which the researcher wishes to make some inferences. The population in the current research comprises of Sappi customers. Sappi is a global manufacturing company with global product brands operating in B2B markets. The headquarters corporate brand is South African, however the company markets mostly in European, US and Asian markets. Further detail on the company's brands is provided in the next section.

4.3.3 Sampling

Sampling refers to selecting some of the elements in a population so that researchers may draw conclusions about the entire population. A sample is a subset of a given population (Diamantopoulos and Schlegelmilch, 1997).

One of the most critical factors in determining a sample design is the availability of a sampling frame. The sampling frame is also called the working population because it provides the list that can be worked with operationally (Zikmund, 2003).

The sampling process in the current research consisted of two phases – the first was convenience sampling in terms of choosing the company’s customers or the working population to study the effect of brand origin and product category on product and corporate brand equity. Convenience sampling is a non-probability sampling procedure, which was chosen because it satisfactorily met the researcher’s objectives (Cooper and Schindler, 1998).

In non-probability sampling the probability of any particular member of the population being chosen in the sample is not known. The selection of sampling units relies much on the researcher’s personal judgment (Zikmund, 2003).

The working population for the current research consisted of customers located in South Africa – where the brand head quarters are - and customers in a different geographic region – Europe. The sampling frame was represented by a list of all customers located in South Africa and Europe. Customers included printers, merchants, design agencies, stationers and other product/brand users. Using the company’s customer list provided the benefit of having information by product category and country. In addition to the company’s customers list the researcher made use of the SA Association for Stationery, Home and Office Products



membership list, which contained associated member information segmented by end use and geographic sectors.

Customers' lists have the advantage of containing less waste than other sample frames since virtually everyone is by definition a buyer. Furthermore, customers may have moved some or all of their purchases to the competition during this period, but their names are still likely to feature on the list and prove useful to the researcher (Hague, 1992).

The second step involved selecting customers from the company's customers list and the association membership list by using judgment or purposive sampling method. Judgment sampling is a non-probability sampling technique in which the researcher selects the sample based on the appropriate characteristics required of the sample members (Zikmund, 2003). The sampling criteria used in the current research were: customers purchasing Typek (SA commodity product), Triple Green (SA differentiated product), Magno (EU commodity product) and Tempo (EU differentiated product); and geographic location – SA and Europe based customers.

4.4 Data collection

Measuring the dependent variable in an experiment requires the use of a questionnaire, a test, or other form of measuring instrument (Zikmund, 2003).

A self-administered questionnaire offered the most effective method for securing feedback on customers' responses to evaluations of corporate and product brand equity. The self-administered questionnaire was delivered to respondents via the Internet. The advantages of using this method are low cost, expanded geographic coverage without increase in costs, allows respondents time to think, rapid data collection (computer delivered) and more complex instruments can be used (Cooper and Schindler, 1998). Some of the disadvantages are low response rate, instrument cannot be long, computer security etc.

Sales personnel were used to notify customers prior to the survey being sent out because in business research it is very important to reach the person responsible for the purchasing decisions.

The identifying characteristic of a self administered survey is a fixed or structured questionnaire with prespecified questions (Sudman and Blair, 1998) that is left to be completed by the respondent in a convenient location (Cooper and Schindler, 1998). Using a fixed questionnaire allows the researcher to control the interview without being present and reduces the demand placed on interviewers.

Four different questionnaires were developed to reach the selected sample of SA/commodity, SA/differentiated, EU/commodity and EU/differentiated customers (See Appendix 1 to 4). Table 2 below lists the four groups of customers and the respective brands studied in the current research.

Table 2: Customers and brands studied

	Group 1	Group 2	Group 3	Group 4
Brand of origin	Local	Local	International	International
Country	South Africa	South Africa	Europe	Europe
Product category	Commodity	Differentiated	Commodity	Differentiated
Corporate brand	Sappi	Sappi	Sappi	Sappi
Product brand	Typek	Triple Green	Magno	Tempo

4.5 Measuring instrument

The measuring instrument used in the current research was based on a scale measuring brand equity developed by Aaker (1996). The brand equity scale was discussed in the literature review – see Table 1. The brand equity scale consists of four subscales – brand awareness, brand loyalty, perceived quality and leadership and brand association (see Appendix 5). All dimensions are equally weighted to form the overall score of brand equity as suggested by Aaker (1996).

The questionnaire was pre-tested in order to maximise the validity, reliability and practicality. Validity refers to the extent to which a test measures what the researchers actually wish to measure; reliability has to do with accuracy and precision of a measurement procedure and practicality is concerned with a wide

range of factors of economy, convenience, and interpretability (Cooper and Schindler, 1998).

The questionnaire consisted of three sections – section A dealt with the demographics of the respondents and a nominal scale was used to determine the respondents' function in the company, geographic location and nationality. Nominal classifications are designed to identify categories that are mutually exclusive and collectively exhaustive (Cooper and Schindler, 1998).

Section B measured evaluations of product brand equity using 25 questions and section C measured evaluations of corporate brand equity using the same 25 questions. A section for comments was provided at the end of the questionnaire.

A Likert scale was used to measure respondents' evaluations of the product and corporate brands in sections B and C by checking how strongly they agree or disagree with carefully constructed statements. On an interval scale from 1 to 5 respondents could choose from the following answer options: strongly agree, agree, neutral/don't know, disagree and strongly disagree.

In interval scaling the numbers used permit inferences to be made concerning the extent of differences that exist between the measured persons, objects etc, with regard to a particular characteristic. The distances between the numbers correspond to the distances between persons, objects etc., on the characteristic

concerned (Diamantopoulos and Schlegelmilch, 1997). This scale is also called summated scale, because the scores on the individual items are summated to produce a total score for the respondent.

A review of research on the question of the appropriate number of response categories concluded:

- Scales with two or three response alternatives generally are inadequate in that they are incapable of transmitting very much information and they tend to frustrate and stifle respondents.
- There is little to be gained from using more than nine categories.
- An odd number rather than an even number of categories is preferable when the respondent legitimately can adopt a neutral position.

A Likert scale consists of two parts, the item part and the evaluative part. The item part is essentially a statement about a certain product or event. An example of such statement from the current research is such as “When I think of office paper, Typek is the brand that first comes to mind”. The evaluative part is list of response categories ranging from “strongly agree to strongly disagree” (Aaker *et al.*, 1998).

4.6 Response rate

A total of 900 e-mails containing the survey web site link and a short introduction to the research were sent out using the company’s CRM e-mail database. In addition, sales people sent direct e-mails to customers. E-mail surveys are popular with

retail buyers who regularly deal with an organisation via e-mail (Zikmund, 2003). A total of 189 respondents filled in the survey – the response rate is therefore 21%.

4.7 Data analysis

Considering the experimental nature of the research design, the hypotheses types and the number of independent variables to be tested the appropriate statistical tool for data analysis were paired sample t -tests and multivariate analysis of variance (MANOVA). Paired sample t -tests were used for Hypothesis 1 testing and two-way MANOVA was used for Hypotheses 2 and 3 statistical testing.

Paired sample t -test is a test of related measures (or related samples) where the same units are compared on different variables (Diamantopoulos and Schlegelmilch, 1997). In cross-sectional designs such as the current one the researcher asks the same group of people to rate different attributes/statements and subsequently can find out by comparing the average ratings which attribute is considered more important than others. The statistical test for hypothesis 1 – paired sample t -test - was chosen based on the number of measures to be compared and the level of measurement involved (nominal and interval measures). The paired sample t -test is the related measures equivalent of the two-sample t -test for differences in means – it is also known as the t_r -test to distinguish it from the traditional t -test.

In addition to the paired sample t -test a nonparametric test for testing of differences was utilised for the smaller samples. Nonparametric tests are used

when the assumption for normality does not need to be made about the distribution (Zikmund, 2003). The Wilcoxon matched-pairs signed-ranks test was used to test the differences in the smaller sample groups such as the EU differentiated customers group and the buyers group. This test was used in conjunction with the paired sample *t*-test in the groups where the sample size was smaller or equal to 10.

Multivariate analysis of variance is used when there are multiple dependent variables and one or more independent variables (Zikmund, 2003).

Multivariate analysis deals with more than two variables simultaneously – it enables the comparison of several groups in terms of several variables and the investigation of interrelationships among sets of variables (Diamantopoulos and Schlegelmilch, 1997).

The selection of MANOVA is based on the desire to analyse a dependence relationship represented as the differences in a set of dependent measures across a series of groups formed by one or more categorical independent measures. As such MANOVA is a powerful statistical tool suitable for a wide range of research questions (Hair, Anderson, Tatham and Black, 1995).

The current research design has two independent variables (brand origin and product category) and two and more dependent variables – corporate brand equity

and product brand equity. Using MANOVA the researcher can establish differences between groups not only on the two main dependent variables – product and corporate brand equity, but on their respective variables as well – brand awareness, brand loyalty, perceived quality and associations. Using MANOVA a significance test of mean differences between groups can be made simultaneously for two or more dependent variables (Zikmund, 2003).

In factorial designs such as MANOVA main effect is the individual effect of each treatment variable (location or product category) on the dependent variable. The joint effect of two treatment variables in addition to the individual main effects is referred to as the interaction effect (Hair *et al.*, 1995).

A MANOVA can be used to examine the main effects (commodity product category or differentiated category and brand origin) as well as the interaction effects (product category and brand origin) on the dependent variable – corporate brand equity and product brand equity. The variables are classified in terms of levels (Zikmund, 2003), which means that the product category would have two levels (differentiated or commoditised) and brand origin related to the customer will also have two levels (SA/local and European/International).

In order to establish the main effect of location and product category on the subscale level of brand awareness, loyalty, perceived quality and association further repeated tests were performed using one way analysis of variance

(ANOVA). The test was used to determine if statistically significant differences in means exist between two or more groups (Zikmund, 2003). This test is referred to as one way because there is only one independent variable even though there may be several levels – e.g. customers based in South Africa and customers based in Europe where the independent variable is location.

4.8 Research limitations

The limitations of this research study were as follows:

- The study covers only one B2B company and its customers and one needs to bear this in mind when generalising about B2B markets.
- The purpose of the study was limited to identifying the effect of brand origin and product characteristics on brand equity. However, brand equity consists of four main dimensions and the correlations between these were not investigated here.
- Further limitation was that only 44 responses were collected in the differentiated category, which made the sample sizes uneven when comparing to the commodity category.



5 RESULTS

5.1 Introduction

This chapter provides the results from the statistical analysis performed on the data from the completed questionnaires. The first section deals with descriptive statistics of the respondents and the next three sections present the results specifically related to the hypotheses stated in Chapter 3.

The statistical analysis was performed on the raw data after it was coded using MS Excel and Statistica tools. The codebook is available in Appendix 6. Data coding is necessary in order to transform respondent's answers from text to numeric form (Diamantopoulos and Schlegelmilch, 1997).

Missing values were removed from the data. Missing data occurs when a respondent fails to answer one or more questions in a survey (Hair *et al.*, 1995). The data ready for analysis consists of a matrix with respondents' number, location, function, product category and the respective answers to 25 questions on a 1 to 5 Likert scale on product brand equity followed by 25 answers to the same scale on corporate brand equity. This allows for the data to be grouped in categories on the subscale level and on the overall level of product and corporate brand equity for the statistical analysis. The data cleaning, coding and analysis required approximately 7 hours.



5.2 Descriptive statistics

Data description is typically the first step in any data analysis and provides a very useful initial examination of the data when the concern of the researcher is inferential in nature – i.e. involving hypothesis testing as the current research does (Diamantopoulos and Schlegelmilch, 1997). The purpose of descriptive analysis is to:

- Provide preliminary insights as to the nature of the responses obtained as reflected in the distribution of values for each variable of interest.
- Help detect errors in the data coding process.
- Provide means for presenting the data through the use of graphs and tables.
- Provide summary measures of responses.
- Present an early opportunity for checking whether the distributional assumptions of the subsequent statistical tests are likely to be satisfied.

Frequency distributions and a comparison of the mean scores are discussed in this section. Frequency distribution is one of the most common means of summarising data (Zikmund, 2003). Frequency distribution graphs are presented to describe the respondents depending on their location – SA and Europe, product category – commodities and differentiated products and the decision making unit – buyers, general managers and plant/production managers. This data also represents the demographic section of the survey – Section A.

5.2.1 Respondents by location

Figure 3 below demonstrates the distribution of respondents by location – 153 respondents are based in South Africa and 36 respondents are based in Europe.

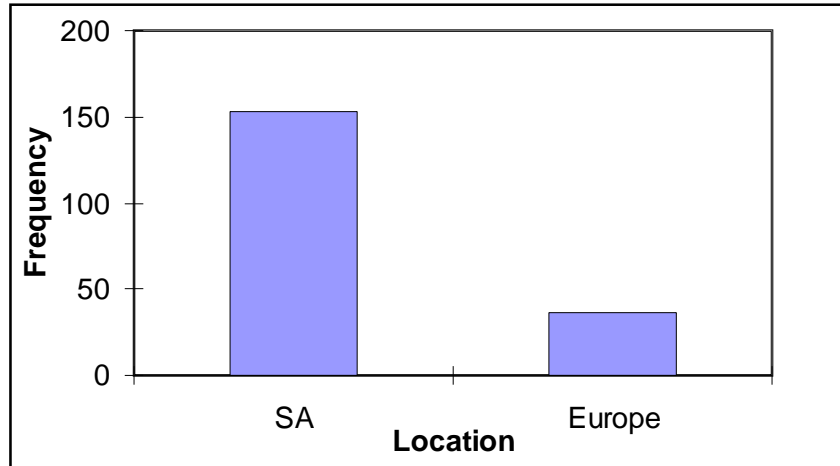


Figure 3: Respondents by location

5.2.2 Respondents by product category

Figure 4 shows the distribution of respondents by product category – 145 respondents are in the commodity category and 44 respondents are buying differentiated product.

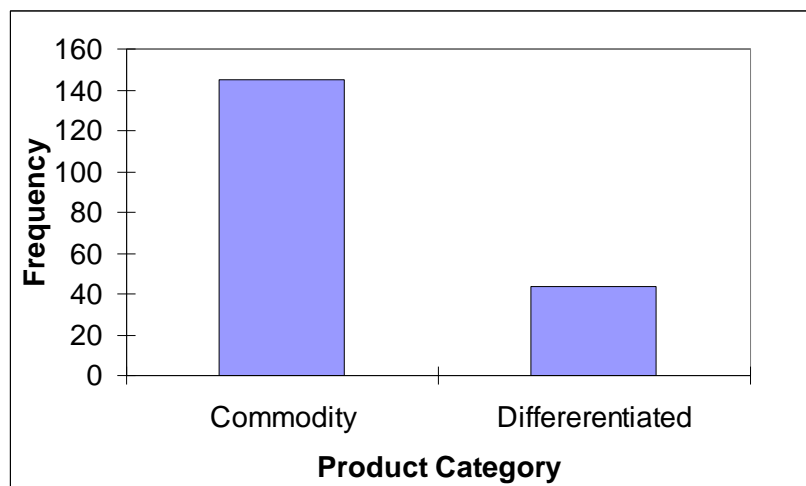


Figure 4: Respondents by product category

5.2.3 Respondents by company function

Figure 5 demonstrates the distribution of respondents by company function – 54 respondents are classified as buyers, 8 are Plant/Production Managers, 81 are General Manager or MD of the business and 46 respondents fall under Other – which includes Sales and Marketing Managers, business owner and other business functions.

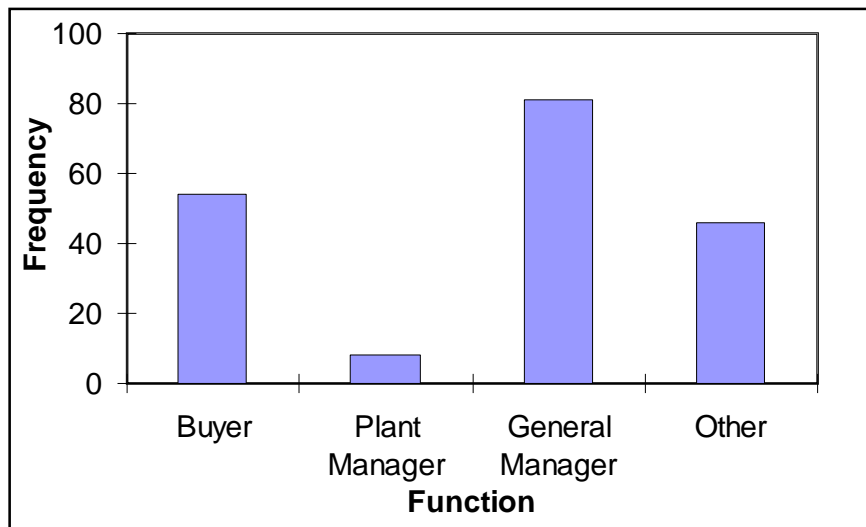


Figure 5: Respondents by company function

5.2.4 Summary of means

The mean is the arithmetic average – it is the sum of the observed values in the distribution divided by the number of observations. The mean is the location measure most frequently used for interval ratio data (Cooper and Schindler, 1998).

The research variables are corporate and product brand equity and their dimensions: brand awareness, brand loyalty, perceived quality and associations. They are measured on an interval scale of 1 to 5 – the summary of means shows

the average values of how respondents rated the variables and their average total score for corporate and for product brand equity. The means scores for all respondents are shown under All Groups. The mean scores for the four groups of customers across product category and location are also shown in Figure 6 below.

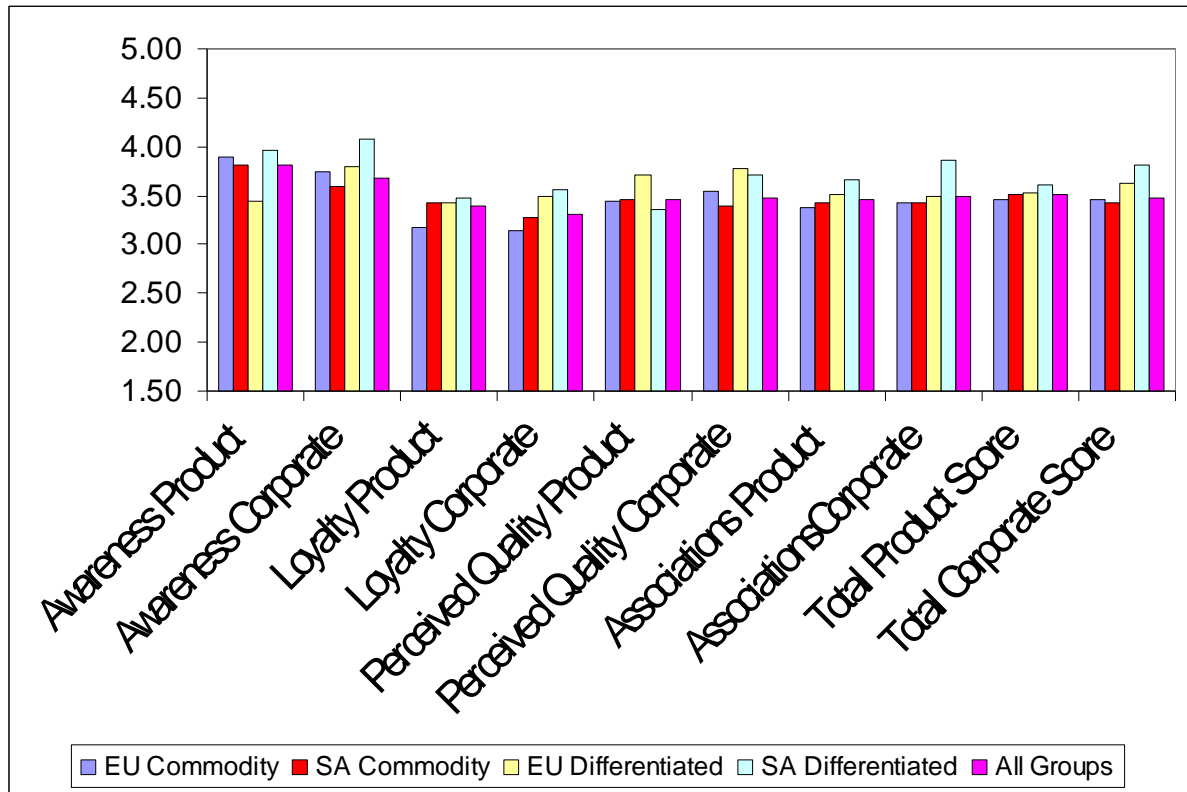


Figure 6: Summary of means scores across groups

A summary of all means across groups is available in Appendix 7 and 8.

5.3 Inferential statistics

Inferential statistics is used to make inferences about a population from a sample – thus there are two applications of this type of statistical analysis – to describe characteristics of a sample and to generalise from a sample to the population (Zikmund, 2003).

Three hypotheses were stated and the results are presented in order starting with Hypothesis 1.

5.3.1 Hypothesis 1 results

Hypothesis 1 states that there is a significant difference between customers' mean evaluations of product and corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations. The hypothesis is stated for all customers and for groups of customers depending on their location, product category and function.

The independent variables are location, product category and function and the dependent variables are product brand equity and its dimensions or subscales: awareness, loyalty, perceived quality and associations; and corporate brand equity and its dimensions or subscales: awareness, loyalty, perceived quality and associations. For easy identification brand awareness referring to the product brand equity is shown as Awareness_Product and brand awareness referring to the corporate brand is shown as Awareness_Corporate etc.

The results from the paired sample *t*-test and the Wilcoxon matched-pairs signed-ranks test are presented in Table 3 and Table 4 respectively. Only the statistically significant differences are shown at $p < 0.05$ and significance level $\alpha = 0.05$. All results are available in Appendix 12.

Table 3: Summary of statistically significant differences for Hypothesis 1 – Paired sample *t*-test results

Groups	Dimension	Mean	Std.Dv	N	Diff.	Std. Dv	t	df	p
All	Awareness_Product	3.82	0.59	136	0.14	0.61	2.6871	135	0.0081
	Awareness_Corporate	3.68	0.66						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
Commodity	Awareness_Product	3.82	0.58	112	0.21	0.59	3.7802	111	0.0002
	Awareness_Corporate	3.61	0.67						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
Differentiated	Perceived Quality_Product	3.48	0.64	24	-0.26	0.59	-2.1419	23	0.0430
	Perceived Quality_Corporate	3.74	0.65						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
SA	Awareness_Product	3.83	0.60	110	0.17	0.62	2.9452	109	0.0039
	Awareness_Corporate	3.66	0.69						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
SA Commodity	Awareness_Product	3.81	0.61	94	0.22	0.63	3.4124	93	0.0009
	Awareness_Corporate	3.59	0.70						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
SA Differentiated	Perceived Quality_Product	3.36	0.72	16	-0.35	0.53	-2.6549	15	0.0180
	Perceived Quality_Corporate	3.72	0.68						
		Mean	Std.Dv	N	Diff.	Std. Dv	T	df	P
Buyer	Awareness_Product	3.88	0.57	35	0.31	0.71	2.6063	34	0.0134
	Awareness_Corporate	3.57	0.71						

The results show that the H_{O1} can be rejected for:

- a) All **B2B** customers' mean evaluations of the subscales of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.



- b) **SA** customers' mean evaluations of the subscales of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- c) **Commodities** customers' mean evaluations of the subscales of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- d) **Differentiated** customers' mean evaluations of the subscales of *perceived quality* with respondents showing a higher level of corporate brand perceived quality versus the product brand perceived quality.
- e) **Buyers'** mean evaluations of the subscales of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.

In addition to the statistical tests for hypothesis 1, two additional paired sample *t*-tests on the combined location and product category group demonstrate that:

- There is a significant difference between **SA commodities** customers' mean evaluations of the subscales of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- There is a significant difference between **SA differentiated** customers' mean evaluations of the subscales of *perceived quality* with respondents showing a higher level of *corporate brand perceived quality* versus product brand perceived quality.

The Wilcoxon matched-pairs signed-ranks test results for smaller samples are shown in Table 4. Again, the summary shows only the statistically significant results at $p < 0.05$ and significance level $\alpha = 0.05$.

Table 4: Summary of statistically significant differences for Hypothesis 1 – Wilcoxon matched-pairs signed-ranks results

Group	Dimension	Valid n	T	Z	p-level
Buyer	Awareness_Product & Awareness_Corporate	35	132.5000	2.056834	0.039703
	Loyalty_Product & Loyalty_Corporate	35	122.0000	2.065016	0.038922
		Valid n	T	Z	p-level
General Manager	Awareness_Product & Awareness_Corporate	65	427.500	2.027189	0.042644
		Valid n	T	Z	p-level
Plant Manager	Associations_Product & Associations_Corporate	7	0.00000	2.022600	0.043115
		Valid n	T	Z	p-level
SA Differentiated	Perceived Quality_Product & Perceived Quality_Corporate	16	12.00000	2.341169	0.019224

The above results confirm the rejection of H_{O1} for:

- **Buyers'** mean evaluations of product and corporate brand awareness - respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- **Buyers'** mean evaluations of product and corporate brand loyalty - respondents showing a higher level of *product brand loyalty* versus corporate brand loyalty.
- **General Managers'** mean evaluations of product and corporate brand awareness - respondents showing higher *product brand awareness* versus corporate brand awareness.



- **Plant Managers'** mean evaluations of product and corporate brand associations - respondents showing a higher *corporate brand association* versus product brand association.
- **SA differentiated** customers' mean evaluations of *product and corporate perceived quality* – respondents showing a higher *corporate brand perceived quality* versus product brand perceived quality.

5.3.2 Hypothesis 2 results

Hypothesis 2 states that product category and location have a significant main and interaction effect on the mean evaluations of product brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations.

The results from the multivariate statistical tests for overall product brand equity score are shown in Table 5. The test statistic for overall significance used in MANOVA is Wilks' Lambda (Hair *et al.*, 1995). Wilks' Lambda is often used in multivariate analysis as it examines whether groups are somehow different without being concerned with whether they differ on at least one linear combination of the dependent variables. The test is performed at level of significance $\alpha=0.05$. The table shows the multivariate results followed by the univariate F-tests of each variable. The p value is evidence of the significance level of the F-ratio. At Alpha set at 0.05 this probability has to be less than 0.05 to make the F-ratio significant (Hintze, 2006).

Table 5: Multivariate results for Hypothesis 2 – Two Way MANOVA for Product brand equity

Product brand equity	Test	Value	F	Effect df	Error df	p
Product Category	Wilks	0.943018	1.9487	4	129	0.106258
Location	Wilks	0.885118	4.1858	4	129	0.003209
ProductCat*Location	Wilks	0.875180	4.5996	4	129	0.001667

Two significant effects are found here - the main effect of location on product brand equity overall score where the p value is below 0.05 and the interaction effect of product category and location. For product brand equity, a 2 (location and product category) x 1 MANOVA with product brand equity as dependent variable was significant at location ($F=4.18$, $p<0.05$) and product category & location ($F=4.59$, $p<0.001$).

At the multivariate level for overall product brand equity score H_{O2} can therefore be accepted or rejected as follows:

- a) H_{O2} is rejected at the main effect of *location* on the mean evaluations of *product brand equity* scores, which means the alternative hypothesis is supported that there is a significant main effect of location on the mean evaluations of product brand equity scores.
- b) H_{O2} is accepted at the main effect of *product category* on the mean evaluations of *product brand equity* scores, which confirms that there is no significant main effect of product category on the mean evaluations of product brand equity scores.

c) H_{O2} is rejected at the interaction effect of *product category and location* on the mean evaluations of *product brand equity* scores, which means there is support for the alternative hypothesis that there is a significant interaction effect of product category and location on the mean evaluations of product brand equity scores.

From the above it can be concluded that location has an effect on customers' evaluations of product brand equity overall score. Further ANOVA statistical tests at the subscale level reveal only one significant interaction effect of location and product category on product brand awareness (see Table 6). All other results are available in Appendix 10.

Table 6: ANOVA results of main and interaction effect at Product Brand

Awareness subscale level

	Degr. of freedom	Awareness Product	Awareness Product	Awareness Product	Awareness Product
		SS	MS	F	p
Product category	1	0.3454	0.3454	1.007	0.317547
Location	1	0.6987	0.6987	2.036	0.155944
Product Cat* location	1	1.4380	1.4380	4.191	0.042624

Figure 7 illustrates the results of the interaction effect of product category and location on the awareness dimension of product brand equity evaluations.

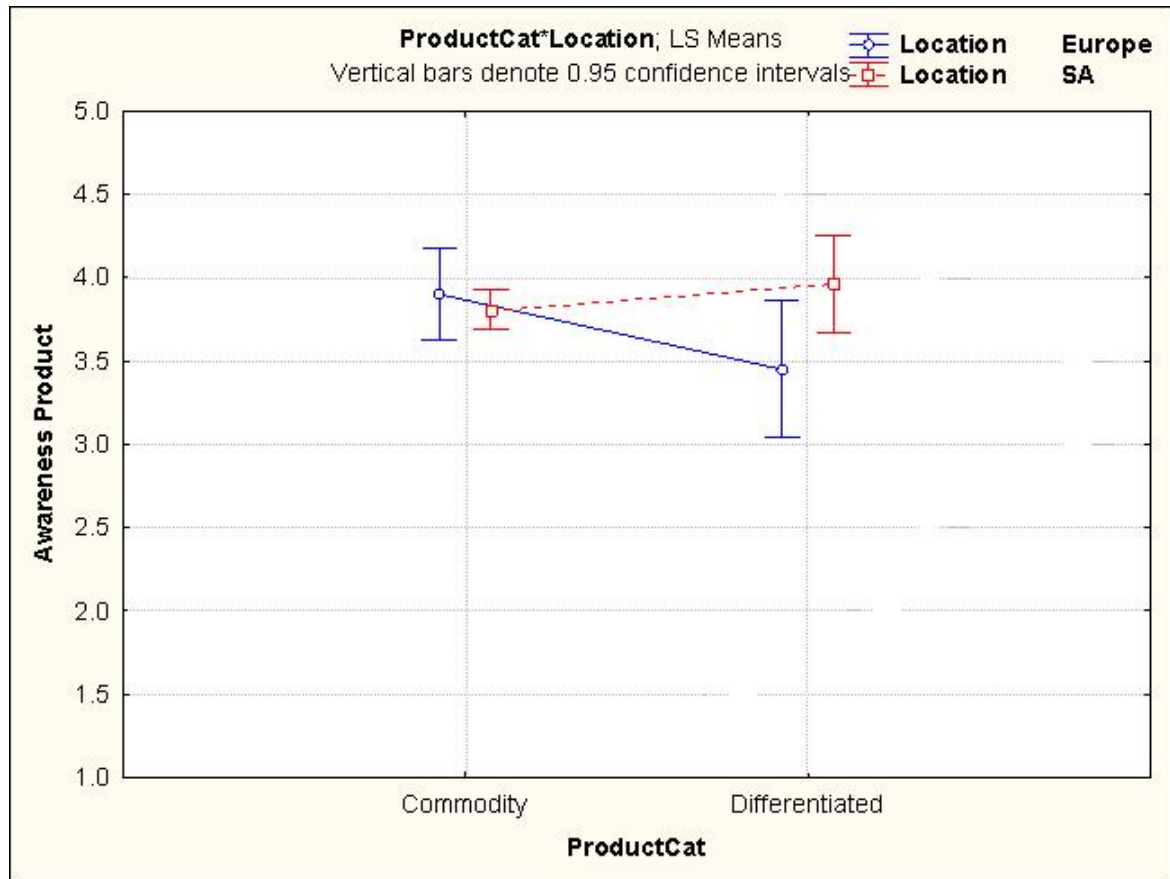


Figure 7: Interaction effect of product category and location on product brand awareness mean evaluations

Figure 7 illustrates the mean evaluations of Product Brand Awareness across the four groups of customers – SA Commodities and SA Differentiated; EU Commodities and EU Differentiated. Location and product category are the two independent variables and product brand awareness is the independent variable.

Product brand awareness is a subscale of product brand equity, which contributes mostly to the interaction effect of location and product category on the overall score of product brand equity.

A breakdown of the main effect of location on the product brand equity subscales – awareness, loyalty, perceived quality and association is shown in Appendix 9. These results are not statistically significant, but are presented as location has a significant effect on the total product brand equity score.

5.3.3 Hypothesis 3 results

Hypothesis 3 states that product category and location have a significant main and interaction effect on the mean evaluations of corporate brand equity scores, both at the overall scale level and at the level of the subscales of awareness, loyalty, perceived quality and associations. The statistical analysis is identical to that of Hypothesis 2 except for the dependent variable here being corporate brand equity.

The results from the multivariate statistical tests for overall corporate brand equity score are shown in Table 7. The test statistic for overall significance used in MANOVA is Wilks' Lambda (Hair *et al.*, 1995). Wilks' Lambda is often used in multivariate analysis as it examines whether groups are somehow different without being concerned with whether they differ on at least one linear combination of the dependent variables. The test is performed at level of significance $\alpha=0.05$. The table shows the multivariate results followed by the univariate F-tests of each variable. The p value is evidence of the significance level of the F-ratio. At Alpha set at 0.05 this probability has to be less than 0.05 to make the F-ratio significant (Hintze, 2006).

Table 7: Multivariate results for Hypothesis 3 – Two Way MANOVA for Corporate brand equity

Corporate brand equity	Test	Value	F	Effect	Error	p
				Df	df	
Product category	Wilks	0.976962	0.7605	4	129	0.552852
Location	Wilks	0.921490	2.7477	4	129	0.031074
Product Cat* location	Wilks	0.946759	1.8136	4	129	0.130087

The only significant effect is the main effect of location on corporate brand equity overall score where the p value is below 0.05. For corporate brand equity, a 2 (location and product category) x 1 MANOVA with corporate brand equity as dependent variable was significant ($F=2.74$, $p<0.05$).

Therefore, at the multivariate level for overall corporate brand equity score HO_3 can be accepted or rejected as follows:

- a) HO_3 is rejected at the main effect of *location* on the mean evaluations of *corporate brand equity* scores, which confirms that there is a significant main effect of location on the mean evaluations of corporate brand equity scores.
- b) HO_3 is accepted at the main effect of *product category* on the mean evaluations of *corporate brand equity* scores, which confirms that there is no significant main effect of product category on the mean evaluations of corporate brand equity scores.
- c) HO_3 is accepted at the interaction effect of *product category and location* on the mean evaluations of *corporate brand equity* scores, which confirms that

there is no significant interaction effect of product category and location on the mean evaluations of corporate brand equity scores.

From the above results it can be seen that location has an effect on customers' evaluations of corporate brand equity overall score, which supports the alternative hypothesis that location has an effect on corporate brand evaluations.

Further ANOVA statistical tests reveal no significant main effect of location or product category on the subscales (see all results in Appendix 11).

5.3.4 Summary of the results

Three hypotheses are tested and a summary of the significant results is shown here:

- **B2B** customers differ in their mean evaluations of the subscale of *awareness* – higher mean score exists for *product brand awareness* versus *corporate brand awareness*.
- **Commodities** product customers differ in their mean evaluations of the subscale of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- **Differentiated** product customers differ in their mean evaluations of the subscale of *perceived quality* with respondents showing a higher level of *corporate brand perceived quality* versus the *product brand perceived quality*.



- **SA** customers differ in their mean evaluations of the subscale of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- **Buyers** differ in their mean evaluations of the subscale of *awareness* with respondents showing a higher level of *product brand awareness* versus corporate brand awareness.
- **Buyers** differ in their mean evaluations of the subscale of *loyalty* with respondents showing a higher level of *product brand loyalty* versus corporate brand loyalty.
- **General Managers** differ in their evaluations of the subscale of *awareness* with respondents showing higher *product brand awareness* versus corporate brand awareness.
- **Plant managers** differ in their evaluations of the subscale of *association* with respondents showing a higher *corporate brand association* versus product brand association.
- **Location** has a main effect on the mean evaluations of *product brand equity* scores.
- **Product category** and **location** have an interaction effect on the mean evaluations of *product brand equity* scores.
- **Product category** and **location** have an interaction effect on the mean evaluations of product brand awareness showing that SA customers in the differentiated category have higher product brand awareness than SA customers in the commodity product category. The opposite holds true for



EU customers – product brand awareness is higher amongst commodity category customers versus differentiated customers (See Figure 7).

- **Location** has a main effect on the mean evaluations of *corporate brand equity* scores – SA customers evaluate corporate brand higher than EU customers.

A more detailed discussion of the results, which takes into consideration the literature review and research hypotheses framework, is presented in Chapter 6.

6 DISCUSSION OF RESULTS

6.1 Introduction

The research findings shown in the previous chapter are discussed in more detail and linked back directly to the literature review in Chapter 2 and the research framework developed in Chapter 3. The research hypotheses and survey questions were developed based on existing literature and research in the domain of brand equity, B2B markets, brand origin and product characteristics.

Whilst brand equity is not a new concept, the research findings discussed here can contribute to the knowledge of brand origin and product characteristics effects on customers' evaluations of corporate versus product brand equity in B2B markets.

6.2 Research hypothesis 1

The literature review of research done previously in the domain of brand equity in B2B markets suggests that the corporate versus product branding decision is not a straightforward one, but a variety of factors need to be taken into account.

6.2.1 Corporate versus product brand equity evaluations in B2B markets

Business-to-business brands are often corporate brands, hence it has become critical to understand brands from this perspective. The complexity of business-to-business branding lies in the many people involved, both on the company side and in terms of the many different market segments the company should be targeting.

One challenge for business-to-business brands is how to decommo- ditise to create product and service difference (Gylling and Lindberg-Repo, 2005).

Gordon *et al.* (1993) also found that B2B products are often marketed under the manufacturer label or a hybrid name where the company's name is used with a specific product name. This makes the company name an important decision variable.

In choosing between a corporate versus product branding managers need an answer to a further question – how do customers value the corporate versus the product brand?

The statistical results from Hypothesis 1a show that overall B2B customers do not differ in their evaluations of the corporate versus product brand equity. The summary of the mean results shows a higher score for product brand equity versus corporate brand equity, but this difference is not statistically significant.

However, B2B customers differ in their evaluations at the awareness level showing higher awareness for the product brand versus the corporate brand.

This results contradicts previous research findings that support the company name to be an important decision variable for B2B products. This could be explained with

the associations being passed on from the corporate to the product brand and vice versa as the organization behind the brand is visible to the responding customers.

Berens *et al.* (2005) propose that corporate associations have an effect on consumers' product evaluations and the organisation can leverage a specific type of association.

The significant difference in the product awareness level demonstrates that whatever product marketing and communication campaigns the company is doing reflect in customers' recognition of the product brand. Awareness according to Aaker (1996) reflects the salience of the brand in the customer's mind. Awareness can affect perceptions and attitudes and in some contexts can be a driver of brand choice and loyalty.

6.2.2 Corporate versus product brand equity evaluations depending on location

Research done by Balabanis and Diamantopoulos (2008) suggests that brand origin affects the way it will be perceived by consumers and the extent to which it will be preferred when it comes to making a buying decision. A further decision which multinational companies face is therefore linked to the effect of brand origin on the value customers place on the corporate versus product brand.

The SA customers in the current research are local to the brand origin – that is where “corporate headquarters of the company marketing the brand is located”,

regardless of the place in which the brand in question is produced (Balabanis and Diamantopoulos, 2008). The EU customers are considered international to the brand origin.

The current research tests for differences in customers' evaluations of the chosen corporate and product brands in two different geographic locations.

SA customers show higher *product brand awareness* versus corporate brand awareness. This result shows that customers who are local to the corporate brand origin express higher brand awareness of the product brand versus the corporate brand.

This is a very interesting finding as according to Aaker (2004) being local provides benefits to the corporate brand as it allows customers to take pride in successful local companies. Aaker (2004) takes this further by saying that there is prestige attached to a brand that has made it globally and customers are likely to recognise and respect the brand. What is intriguing is that the corporate brand in this research is a global brand and the product brand is a local brand and yet customers rate the product brand higher on brand awareness and not the corporate brand.



6.2.3 Corporate versus product brand equity evaluations depending on product category

The literature review shows a shift from product to corporate branding, which is ascribed to difficulties in maintaining product differentiation. Differentiation requires positioning not products, but the whole organisation (Hatch and Schultz, 2003).

A company's desirability of having or maintaining a corporate brand is said to be reliant on a host of factors such as the organisation's strategy, or where there is a monopoly or where the markets are commoditised (Balmer and Gray, 2003).

This represents an interesting perspective for companies who operate globally in commodity and differentiated products.

The test results from Hypothesis 1c and Hypothesis 1d show that commodities product customers differ in their evaluations of brand awareness showing a higher level of product brand awareness versus corporate brand awareness. Differentiated product customers, on the other hand, differ in their evaluations of perceived quality showing a higher level of corporate brand perceived quality versus the product brand perceived quality.

From the literature review it was expected that in commodities markets customers have higher recognition of the corporate brand, but this doesn't hold true in this research. Overall there is no significant difference between corporate and product

brand equity, but on the subscale level product brand awareness is higher compared to corporate brand awareness.

Another interesting observation is that differentiated product customers rate corporate brand perceived quality higher than the product brand perceived quality. According to Aaker (1996) perceived quality is one of the key dimensions of brand equity. Perceived quality has been shown to be associated with price premiums, brand usage and stock returns.

As perceived quality is often associated with a functional benefit it is of interest to note that customers evaluate the corporate brand higher than the product brand. Perceived quality is measured using six statements relating to quality and brand leadership in relation to alternative suppliers. Aaker (1996) warns that perceived quality should involve a competitor frame of reference.

This finding supports the view that corporate branding is a manifestation of the features that distinguish an organisation from its competitors and a reflection of the organisation's ability to satisfy customer needs – trust in the company to deliver a consistent level of product/service, quality of the product/service at a reasonable price and the reduction of risk of making an unwise purchase decision (Bick, *et al.* 2003).

6.2.4 Corporate versus product brand equity evaluations depending on function

The nature of business-to-business (B2B) markets, characterised by multiple influences, professional buying, and long term relationships, is very different from that of consumer buying. Because organisations buy in order to achieve organisational purposes, there is more emphasis on functionality (Hayes *et al.*, 1996).

Previous research has recognised the impact of the buying centre and other interest groups on the industrial buying decision (Gordon *et al.*, 1993), but little is known about the decision makers' and influencers' evaluations of the corporate and product brand equity. Organisational buyers are said to minimise risk by purchasing from reputable suppliers (Mudambi, 2002). Gordon *et al.*, (1993) also suggest that in industrial context a buyer's purchase depends not only on their assessment of the product's functional benefits, but also on their evaluations of the company's sales people. This already suggests the corporate brand association influences on the product brand.

The results show that buyers and general managers differ in their evaluations at the subscale level showing a higher level of *product brand awareness* versus corporate brand awareness. No statistically significant difference was found at the overall level of product and corporate brand equity. This finding is to be expected considering this function represents the group of customers who place purchase



orders. Aaker (1991) suggests that what a brand means to a buyer can be a determining factor in deciding between industrial purchase alternatives. Here, brand awareness at the product brand level is very important.

6.3 Research hypothesis 2

Research hypothesis 2 sought to find the main as well as the interaction effect between location and product category on the overall score of product brand equity as well as on the subscales of awareness, loyalty, perceived quality and association.

6.3.1 Main effect of location on product brand equity evaluations

The test results show that location does have a significant main effect on customers' evaluations of product brand equity. SA customers have higher mean evaluations of product brand equity compared to EU customers.

As location is found to have a significant effect on product brand equity at the multivariate level it was of interest to see the effect of location at the univariate level on overall product brand equity and at the subscale level of awareness, loyalty, perceived quality and association.

These results show that SA customers have higher mean evaluations of the total product brand equity as well as of product brand awareness, product brand loyalty and product brand association whereas EU customers have higher mean evaluations of product brand perceived quality and leadership.

6.3.2 Interaction effect of location and product category on product brand equity evaluations

The results also demonstrate that location and product category have a significant interaction effect on customers' evaluations of product brand equity. The most significant difference contributing to that interaction effect is on the product brand awareness level with SA customers of differentiated products showing higher product awareness compared to their European counterparts. European commodity product customers, on the other hand show higher product brand awareness compared to their SA counterparts.

The next section deals with customers' evaluations of the corporate brand and examines the brand origin effect.

6.4 Research hypothesis 3

Research hypothesis 3 was concerned with the main as well as the interaction effect between location and product category on the overall score of corporate brand equity as well as on the subscales of awareness, loyalty, perceived quality and association.

The corporate brand is headquartered in South Africa so by looking at the location effect one can establish the brand origin effect on customers' evaluations of brand equity. South African customers are local relative to the corporate brand and EU customers are foreign or international to the corporate brand.

6.4.1 Main effect of location on corporate brand equity evaluations

At the multivariate level the results show that location has a significant main effect on customers' evaluations of corporate brand equity. SA customers show higher corporate brand loyalty, corporate brand association and higher overall corporate brand equity, whereas EU customers show higher corporate brand awareness and perceived quality and leadership.

As the results show that SA customers' evaluations of the overall corporate brand equity are higher compared to their European counterparts it can be concluded that brand origin has an effect on customers' evaluations of brand equity - customers having the same origin as the corporate brand value the brand more than customers who are foreign or international relative to the headquarters brand. This proves the research done by Balabanis and Diamntopoulos (2008) who propose that brand origin affects the way it will be perceived by customers.

Since this represents the main research question a more detailed discussion of findings on the subscale level of corporate brand equity is presented below.

6.4.1.1 Corporate brand awareness

It is interesting to note that EU customers show higher corporate brand awareness and value the corporate brand quality and leadership more than SA customers.

By looking at the questions asked to measure corporate brand awareness where EU customers score higher – the differences are in the EU customers answers to

the questions – “When I think of coated fine paper, Sappi is the brand that first comes to mind” where they score a mean of 3.42 and the question – “Sappi is a brand I am familiar with’ where they score a mean of 4.19 on a 5 point scale.

6.4.1.2 Corporate brand loyalty

Overall, SA customers place more value on corporate brand loyalty compared to EU customers. However, there are some differences in their evaluations of the questions used to measure loyalty.

EU customers score higher compared to SA customers on the satisfaction measure of loyalty – EU customers’ mean evaluation is 4 on the question – ‘I was delighted with Sappi during my last use experience’. EU customers also score high (4.08) on the question – ‘I would recommend Sappi to others’. Both satisfaction and recommendation are intense measures of loyalty (Aaker, 1996).

However, SA customers place higher value on corporate brand loyalty – the big difference is the answer to the question – “Sappi is the only coated fine paper I buy and use” and also the question on price premium – SA customers’ evaluations are higher on the question – “I am prepared to pay a price premium for Sappi”. Aaker (1996) argues that price premium may be the best single measure of brand equity and price premium is a reasonable summary of the strength of the brand.

6.4.1.3 Corporate brand perceived quality and leadership

On the quality and leadership dimension EU customers scored higher overall. What stands out on the detailed questions level is that EU customers evaluate the

corporate brand's consistent quality (4) and innovativeness (3.73) higher compared to their SA counterparts (3.68 and 3.45 respectively). Perceived quality is a key dimension of brand equity according to Aaker (1996).

6.4.1.4 Corporate brand association

Overall SA customers evaluate the corporate brand association higher compared to EU customers. Association is a measure of differentiation/association component of brand equity, which usually involves image dimensions unique to a certain product class or to a brand. Measurement of associations/differentiation can be structured around three perspectives on the brand: the brand-as-product (value), the brand-as-person (brand personality) and the brand-as-organisation (organisational associations) (Aaker, 1996).

There is no difference between SA and EU customers in their corporate brand evaluations of value for money (3.62 for both groups) and trust in the corporate brand (3.76 and 3.73 respectively).

However, the differences lie in:

- The corporate brand as a good corporate citizen – SA customers place more value than EU customers,
- The corporate brand as being socially responsible – SA customers value this dimension higher than EU customers.
- Differentiation – SA customers evaluate the corporate brand higher on this dimension compared to EU customers.



- Interesting – EU customers perceive the corporate brand to be more interesting compared to SA customers.
- Personality – EU customers evaluate the corporate brand higher on this dimension compared to SA customers.

The test results show that product category has no significant main effect on the corporate brand evaluations. They also confirm that there is no significant interaction effect of location and product category on corporate brand evaluations.



7 CONCLUSION

7.1 Introduction

In this chapter the research findings are summarised in relation to the research framework developed in Chapter 3 and recommendations to product and corporate brand managers as well as to company's CEO's are provided. Recommendations for future research are also presented at the end of this chapter.

7.2 Research framework and summary of findings

The focus of this research is to contribute to the body of knowledge in the domain of building brand equity in B2B markets. The more specific purpose of the study is to investigate the effects brand origin and product characteristics have on customers' evaluations of product versus corporate brand equity in B2B markets.

The research framework developed in Chapter 3 is built on the premise that the branding decisions companies face are a choice of corporate and product branding or a combination of the two – dual or endorsed branding strategy. This choice shouldn't depend on the latest trends in business research, but on careful investigation into the value customers place on the corporate versus product brand equity and what drives it. The following variables are suggested to effect this important decision:

- Nature of the market – are B2B customers very different from individual consumers when it comes to making a brand choice?

- Brand origin – the headquarters of the corporate brand relative to customers' location – whether they are considered local to the brand origin or international.
- Product characteristics – companies operating in commodities or differentiating markets or both need to understand if customers perceive the product brand or corporate brand as more valuable.
- Function in the organisation – do buyers, general managers and plant/production managers differ in their evaluations and loyalty of the corporate versus product brand. Where does the value lie – in the corporate or product brand – and how is this different across these three groups?

7.2.1 Corporate versus product brand equity in B2B markets

The complexity of business-to-business branding lies in the many people involved, both on the company side and in terms of how many different market segments the company should be targeting. Gylling and Lindberg-Repo (2005) therefore argue that business-to-business (B2B) brands are often corporate brands.

The results from this research show that B2B customers do not differ in their overall evaluations of corporate and product brand equity and in fact on the brand equity dimension level they express a significantly higher awareness of the product brand versus the corporate brand.

This finding demonstrates that the assumption that B2B customers buy corporate brands does not hold true in this research. The opposite is true here – B2B

customers just like consumers are well aware of the product brand they buy and that product brand awareness drives product brand equity. Brand awareness according to Aaker (1996) is the salience of the brand in the customer's mind and it can affect perceptions and attitudes.

7.2.2 Brand origin effect on corporate versus product brand equity

Brand origin finds its place in the research domain only as recent as 2008 following in the footsteps of the very well researched concept of country-of-origin (COO). Balabanis and Diamantopoulos (2008) suggest that brand origin affects the way it will be perceived by consumers and the extent to which it will be preferred when it comes to making a buying decision. Local customers are those based in the same country as the corporate brand headquarters and international customers are foreign to the corporate brand. The research question is how do local and international customers differ in their evaluations of corporate versus product brand equity?

The results of this study illustrate that brand origin has a significant effect on customers' evaluations and local customers are found to place higher value on the corporate brand equity compared to their international counterparts.

This finding supports Aaker's view that a corporate brand can benefit from its heritage and that a corporate brand has roots that are richer and more relevant than product brands (2004).

7.2.3 Product characteristics effect on corporate versus product brand equity evaluations

The issue of what type of branding strategy to be used depending on the product category is raised by a number of academics and practitioners. Balmer and Gray (2003) suggest that corporate brands are more suitable to commoditised markets. Hatch and Schultz (2003) propose that differentiation requires positioning not products, but the entire corporation, hence the shift from product to corporate branding as customers become more sophisticated and markets more complex.

The findings of this research show that commodity product customers and differentiated product customers do not differ significantly in their evaluations of corporate versus product brand equity. The only significant difference is found on the brand equity dimensions level – commodity product customers show higher product brand awareness compared to differentiated product customers. And differentiated product customers, on the other hand, perceive the corporate brand quality and leadership significantly higher than the product brand quality dimension.

This finding contradicts popular belief that commoditised markets buy corporate brands as product brand awareness drives more equity to the product brand, however this needs to be researched on a larger scale of industrial customers.

The finding that differentiated customers place higher value on the corporate brand quality and leadership is very interesting as it demonstrates that the firm behind the brand delivers on the brand promise in terms of quality. Perceived quality according to Aaker (2004) is even more difficult to achieve than perceived innovation.

Further significant effect was found at the interaction level between product category and brand origin in customers' evaluations of product brand equity. Local customers who purchase differentiated products have significantly higher product brand awareness compared to their local commodities and international differentiated products counterparts. Product brand awareness is the contributing factor for the different evaluations of product brand equity. According to Keller (2001) the first step in building a strong brand is to ensure identification of the brand in the customers' minds with a specific product category or customer need.

7.2.4 Impact of buying centre on corporate versus product brand equity evaluations

It has been recognised that some of the major differences between branding in consumer markets and branding in B2B markets are the result of the impact of the buying centre and other interests groups on the industrial buying decision (Gordon *et al.*, 1993). The customer's buying centre consists of general manager, plant/production manager and buyer. The current research sought to find if there are differences between these three groups in their evaluations of corporate and product brand equity. A study done by Berens *et al.*, (2005) suggests that when

people have low involvement with a product corporate associations have more influence on product evaluations than when people are highly involved.

The research findings demonstrate that on the overall corporate versus product brand equity score there are no significant differences in customers' evaluations depending on their company function. Differences are found on the brand equity dimensions level:

- buyers show higher product brand awareness and loyalty versus corporate brand awareness and corporate brand loyalty;
- general managers show higher product brand awareness versus corporate brand awareness and contrary to previous research which states that people with low product involvement have higher corporate associations;
- plant/production managers show higher corporate brand associations versus product brand associations.

Now that the major findings have been summarised and contextualised within the research framework the next section deals with the managerial implications of this research.

7.3 Implications for product and corporate brand managers and companies' CEO's

Companies with strong corporate brands can have market values that are twice their book values (Hatch and Schultz, 2001) and the link between brand equity and

shareholder value is well accepted (Berg *et al.*, 2007). This demonstrates that brand equity cannot be left to the brand managers alone.

Corporate branding exposes the corporation and its members to a larger extent than product branding. Managerial responsibility for product brands usually rest in the middle management marketing function, while corporate brands involve strategic considerations at a higher executive level. Corporate brands require support across the corporation and cross-functional coordination, they have heritage and strategic vision (Xie and Boggs, 2006). This places high importance on the involvement of the CEO when it comes to corporate branding.

The current research shows that brand origin as well as product characteristics impact customers' evaluations of corporate and product brand equity and their respective building blocks – brand awareness, loyalty, perceived quality and association. B2B customers can not be assumed to be very different from individual consumers as we can see that product brand awareness is high amongst the B2B customers surveyed in this research.

Multinational corporate-versus-product branding strategies need to take into account the brand origin effect of the corporate brand on customers' perceptions of where the brand equity lies. Companies can leverage their corporate brands in local markets much stronger than in international markets.

Product branding, however, is flexible and allows firms to position and appeal to different segments in different markets (Xie and Boggs, 2006). The findings of this research can assist brand managers in understanding that different segments perceive product and corporate brand equity differently.

Differentiated customers in the current research show higher evaluation of corporate brand quality versus product brand quality. This finding can assist brand managers in bringing corporate associations especially where they can strengthen the product brand. Perceived quality, which requires, a commitment by the organization, has been shown to influence ROI and stock return. This again illustrates that branding cannot be left alone to the marketing department.

While the product brand is focused on customers, the focus of the corporate brand is on stakeholders and one recommendation is to establish responsibility for the corporate brand and provide resources to make sure the brand can fulfill its assigned roles and create a portfolio that includes coordinating the brand with those that are using the brand in its various roles (Aaker, 2004).

In choosing between product versus corporate branding one needs to consider the brand associations with a certain product category (Aaker, 2004). If the brand is too confined within a certain category, then its role can be limited if the company chooses to diversify.



7.4 Recommendations for future research

The preceding discussion should be assessed with the research project's limitations as outlined in Chapter 4. Future work should consider a larger sample of B2B companies and include more geographic locations. The current research was done on one company's customers in two geographic regions. The product category sample limitation can be addressed by doing this research on a larger scale as well.

One can also consider comparing product versus corporate brand equity in new product introductions and what strategies are best suited.

The study can be done to include various stakeholders and not only customers – as the literature shows the focus of the corporate brand is much larger and includes bigger variety of stakeholders.

Finally, another suggestion is to study the spill over effect of corporate associations on the product brand equity and vice versa as the scale used in the current research included one dimension of association.

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APPENDIX 1: QUESTIONNAIRE SENT TO TYPEK CUSTOMERS

Brand Equity Survey

My name is Silvana Dimitrov and I am conducting research in order to complete my Masters Degree in Business Administration. This survey is intended to measure evaluations of product and corporate brand equity in B2B context.

There are three sections to the survey: Section A below asks you for your background information. Section B includes questions on product brand equity. Section C contains questions on corporate brand equity. A section for your comments is included at the end of the survey.

There are no wrong or right answers. What you think or feel is what is important for this survey. Please complete all questions.

Please be aware that your responses will be completely anonymous and confidential and neither you nor your organisation will be identified in any way in this questionnaire. In completing the questionnaire you indicate that you voluntarily participate in this research.

Please click on the submit button when you have completed the survey. Thank you for your participation.

A. Section A: Demographic data

Place a check in one box for each item.

1. Which of the following best describes your position in the company (check one):

1 Buyer 2 Plant/production 3 General Manager/MD 4 Other

2. Your company is based in:

1 South Africa 2 Europe 3 US 4 Asia 5 Other

3. Your nationality is:

Please specify:.....

B. Product Brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree
5=Strongly Agree

When answering these questions please keep in mind the **TYPEK** product brand.

TYPEK		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
1.	When I think of office paper, Typek is the brand that first comes to mind.	1	2	3	4	5
2.	Typek is a brand of office paper I am very familiar with	1	2	3	4	5
3.	Typek is a very popular brand	1	2	3	4	5
4.	The next time I buy office paper, I intend to buy Typek	1	2	3	4	5
5.	I know what the Typek brand stands for	1	2	3	4	5
6.	I have an opinion about the Typek brand	1	2	3	4	5
7.	I was delighted with Typek during my last use experience	1	2	3	4	5
8.	Typek is the only office paper brand I buy and use	1	2	3	4	5
9.	I would recommend Typek to others	1	2	3	4	5
10.	In comparison to alternative supplier brands, Typek has high quality	1	2	3	4	5
11.	In comparison to alternative supplier brands, Typek has consistent quality	1	2	3	4	5
12.	In comparison to alternative supplier brands, Typek is the best	1	2	3	4	5
13.	In comparison to alternative supplier brands, Typek is growing in popularity	1	2	3	4	5
14.	In comparison to alternative supplier brands, Typek is innovative	1	2	3	4	5



TYPEK		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
15	In comparison to alternative brands, Typek is the leading brand	1	2	3	4	5
16	Typek provides good value for money	1	2	3	4	5
17	There are reasons to buy Typek over competitors	1	2	3	4	5
18	Typek has a personality	1	2	3	4	5
19	Typek is interesting	1	2	3	4	5
20	Typek is basically the same as competing brands	1	2	3	4	5
21	I would trust Typek	1	2	3	4	5
22	Typek is a good corporate citizen	1	2	3	4	5
23	Typek is socially responsible	1	2	3	4	5
24	Typek cares about its customers	1	2	3	4	5
25	I am willing to pay a premium for Typek	1	2	3	4	5

C. Corporate brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **SAPPI** brand.



SAPPI		1=Strongly Disagree 5=Strongly Agree				
26	When I think of office paper, Sappi is the brand that first comes to mind.	1	2	3	4	5
27	Sappi is a brand of office paper I am very familiar with	1	2	3	4	5
28	Sappi is a very popular brand	1	2	3	4	5
29	The next time I buy office paper, I intend to buy Sappi	1	2	3	4	5
30	I know what the Sappi brand stands for	1	2	3	4	5
31	I have an opinion about the Sappi brand	1	2	3	4	5
32	I was delighted with Sappi during my last use experience	1	2	3	4	5
33	Sappi is the only office paper brand I buy and use	1	2	3	4	5
34	I would recommend Sappi to others	1	2	3	4	5
35	In comparison to alternative suppliers, Sappi has high quality	1	2	3	4	5
36	In comparison to alternative suppliers, Sappi has consistent quality	1	2	3	4	5
37	In comparison to alternative suppliers, Sappi is the best	1	2	3	4	5
38	In comparison to alternative suppliers, Sappi is growing in popularity	1	2	3	4	5
39	In comparison to alternative suppliers, Sappi is innovative	1	2	3	4	5
40	In comparison to alternative suppliers, Sappi is the	1	2	3	4	5



SAPPI		1=Strongly Disagree 5=Strongly Agree				
.	leading brand					
41	Sappi provides good value for money	1	2	3	4	5
.						
42	There are reasons to buy Sappi over competitors	1	2	3	4	5
.						
43	Sappi has a personality	1	2	3	4	5
.						
44	Sappi is interesting	1	2	3	4	5
.						
45	Sappi is basically the same as competing brands	1	2	3	4	5
.						
46	I would trust Sappi	1	2	3	4	5
.						
47	Sappi is a good corporate citizen	1	2	3	4	5
.						
48	Sappi is socially responsible	1	2	3	4	5
.						
49	Sappi cares about its customers	1	2	3	4	5
.						
50	I am willing to pay a premium for Sappi	1	2	3	4	5
.						

51.	Please write any other comments that you believe are relevant:
-----	--

APPENDIX 2: QUESTIONNAIRE SENT TO TRIPLE GREEN CUSTOMERS

Brand Equity Survey

My name is Silvana Dimitrov and I am conducting research in order to complete my Masters Degree in Business Administration. This survey is intended to measure evaluations of product and corporate brand equity in B2B context.

There are three sections to the survey: Section A below asks you for your background information. Section B includes questions on product brand equity. Section C contains questions on corporate brand equity. A section for your comments is included at the end of the survey.

There are no wrong or right answers. What you think or feel is what is important for this survey. Please complete all questions.

Please be aware that your responses will be completely anonymous and confidential and neither you nor your organisation will be identified in any way in this questionnaire. In completing the questionnaire you indicate that you voluntarily participate in this research.

Please click on the submit button when you have completed the survey. Thank you for your participation.

A. Section A: Demographic data

Place a check in one box for each item.

1. Which of the following best describes your position in the company
(check one):

1 Buyer	2 Plant/production	3 General Manager/MD	4 Other
---------	--------------------	----------------------	---------

2. Your company is based in:

1 South Africa	2 Europe	
3 US	4 Asia	5 Other

3. Your nationality is:
Please specify:.....

B. Product Brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **TRIPLE GREEN** product brand.

TRIPLE GREEN		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
1.	When I think of environmentally friendly paper, Triple Green is the brand that first comes to mind.	1	2	3	4	5
2.	Triple Green is a brand of environmentally friendly paper I am very familiar with	1	2	3	4	5
3.	Triple Green is a very popular brand	1	2	3	4	5
4.	The next time I buy environmentally friendly paper, I intend to buy Triple Green	1	2	3	4	5
5.	I know what the Triple Green brand stands for	1	2	3	4	5
6.	I have an opinion about the Triple Green brand	1	2	3	4	5
7.	I was delighted with Triple Green during my last use experience	1	2	3	4	5
8.	Triple Green is the only one environmentally friendly paper brand I buy and use	1	2	3	4	5
9.	I would recommend Triple Green to others	1	2	3	4	5
10.	In comparison to alternative supplier brands, Triple Green has high quality	1	2	3	4	5
11.	In comparison to alternative supplier brands, Triple Green has consistent quality	1	2	3	4	5
12.	In comparison to alternative supplier brands, Triple Green is the best	1	2	3	4	5
13.	In comparison to alternative supplier brands, Triple Green is growing in popularity	1	2	3	4	5
14.	In comparison to alternative supplier brands, Triple Green is innovative	1	2	3	4	5
15.	In comparison to alternative brands, Triple Green is	1	2	3	4	5



TRIPLE GREEN		1=Strongly Disagree 5=Strongly Agree				
.	the leading brand					
16	Triple Green provides good value for money	1	2	3	4	5
.						
17	There are reasons to buy Triple Green over competitors	1	2	3	4	5
.						
18	Triple Green has a personality	1	2	3	4	5
.						
19	Triple Green is interesting	1	2	3	4	5
.						
20	Triple Green is basically the same as competing brands	1	2	3	4	5
.						
21	I would trust Triple Green	1	2	3	4	5
.						
22	Triple Green is a good corporate citizen	1	2	3	4	5
.						
23	Triple Green is socially responsible	1	2	3	4	5
.						
24	Triple Green cares about its customers	1	2	3	4	5
.						
25	I am willing to pay a premium for Triple Green	1	2	3	4	5
.						

C. Corporate brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **SAPPI** brand.

SAPPI	1=Strongly Disagree 5=Strongly Agree
--------------	---



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
26	When I think of environmentally friendly paper, Sappi is the brand that first comes to mind.	1	2	3	4	5
27	Sappi is a brand of environmentally friendly paper I am very familiar with	1	2	3	4	5
28	Sappi is a very popular brand	1	2	3	4	5
29	The next time I buy environmentally friendly paper, I intend to buy Sappi	1	2	3	4	5
30	I know what the Sappi brand stands for	1	2	3	4	5
31	I have an opinion about the Sappi brand	1	2	3	4	5
32	I was delighted with Sappi during my last use experience	1	2	3	4	5
33	Sappi is the only one environmentally friendly paper brand I buy and use	1	2	3	4	5
34	I would recommend Sappi to others	1	2	3	4	5
35	In comparison to alternative suppliers, Sappi has high quality	1	2	3	4	5
36	In comparison to alternative suppliers, Sappi has consistent quality	1	2	3	4	5
37	In comparison to alternative suppliers, Sappi is the best	1	2	3	4	5
38	In comparison to alternative suppliers, Sappi is growing in popularity	1	2	3	4	5
39	In comparison to alternative suppliers, Sappi is innovative	1	2	3	4	5
40	In comparison to alternative suppliers, Sappi is the leading brand	1	2	3	4	5



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
41 .	Sappi provides good value for money	1	2	3	4	5
42 .	There are reasons to buy Sappi over competitors	1	2	3	4	5
43 .	Sappi has a personality	1	2	3	4	5
44 .	Sappi is interesting	1	2	3	4	5
45 .	Sappi is basically the same as competing brands	1	2	3	4	5
46 .	I would trust Sappi	1	2	3	4	5
47 .	Sappi is a good corporate citizen	1	2	3	4	5
48 .	Sappi is socially responsible	1	2	3	4	5
49 .	Sappi cares about its customers	1	2	3	4	5
50 .	I am willing to pay a premium for Sappi	1	2	3	4	5

51.	Please write any other comments that you believe are relevant:
-----	--



APPENDIX 3: QUESTIONNAIRE SENT TO MAGNO CUSTOMERS

Brand Equity Survey

My name is Silvana Dimitrov and I am conducting research in order to complete my Masters Degree in Business Administration. This survey is intended to measure evaluations of product and corporate brand equity in B2B context.

There are three sections to the survey: Section A below asks you for your background information. Section B includes questions on product brand equity. Section C contains questions on corporate brand equity. A section for your comments is included at the end of the survey.

There are no wrong or right answers. What you think or feel is what is important for this survey. Please complete all questions.

Please be aware that your responses will be completely anonymous and confidential and neither you nor your organisation will be identified in any way in this questionnaire. In completing the questionnaire you indicate that you voluntarily participate in this research.

Please click on the submit button when you have completed the survey. Thank you for your participation.

A. Section A: Demographic data

Place a check in one box for each item.

1. Which of the following best describes your position in the company (check one):

1 Buyer 2 Plant/production 3 General Manager/MD 4 Other

2. Your company is based in:

1 South Africa 2 Europe
3 US 4 Asia 5 Other

3. Your nationality is:

Please specify:.....

B. Product Brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree



When answering these questions please keep in mind the **MAGNO** product brand.

MAGNO		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
1.	When I think of coated fine paper, Magno is the brand that first comes to mind.	1	2	3	4	5
2.	Magno is a brand of coated fine paper I am very familiar with	1	2	3	4	5
3.	Magno is a very popular brand	1	2	3	4	5
4.	The next time I buy coated fine paper, I intend to buy Magno	1	2	3	4	5
5.	I know what the Magno brand stands for	1	2	3	4	5
6.	I have an opinion about the Magno brand	1	2	3	4	5
7.	I was delighted with Magno during my last use experience	1	2	3	4	5
8.	Magno is the only coated fine paper brand I buy and use	1	2	3	4	5
9.	I would recommend Magno to others	1	2	3	4	5
10.	In comparison to alternative supplier brands, Magno has high quality	1	2	3	4	5
11.	In comparison to alternative supplier brands, Magno has consistent quality	1	2	3	4	5
12.	In comparison to alternative supplier brands, Magno is the best	1	2	3	4	5
13.	In comparison to alternative supplier brands, Magno is growing in popularity	1	2	3	4	5
14.	In comparison to alternative supplier brands, Magno is innovative	1	2	3	4	5
15.	In comparison to alternative brands, Magno is the leading brand	1	2	3	4	5
16.	Magno provides good value for money	1	2	3	4	5



MAGNO		1=Strongly Disagree 5=Strongly Agree				
.						
17	There are reasons to buy Magno over competitors	1	2	3	4	5
.						
18	Magno has a personality	1	2	3	4	5
.						
19	Magno is interesting	1	2	3	4	5
.						
20	Magno is basically the same as competing brands	1	2	3	4	5
.						
21	I would trust Magno	1	2	3	4	5
.						
22	Magno is a good corporate citizen	1	2	3	4	5
.						
23	Magno is socially responsible	1	2	3	4	5
.						
24	Magno cares about its customers	1	2	3	4	5
.						
25	I am willing to pay a premium for Magno	1	2	3	4	5
.						

C. Corporate brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **SAPPI** brand.

SAPPI		1=Strongly Disagree 5=Strongly Agree				
26	When I think of coated fine paper, Sappi is the brand that first comes to mind.	1	2	3	4	5
.						



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
27	Sappi is a brand of coated fine paper I am very familiar with	1	2	3	4	5
28	Sappi is a very popular brand	1	2	3	4	5
29	The next time I buy coated fine paper, I intend to buy Sappi	1	2	3	4	5
30	I know what the Sappi brand stands for	1	2	3	4	5
31	I have an opinion about the Sappi brand	1	2	3	4	5
32	I was delighted with Sappi during my last use experience	1	2	3	4	5
33	Sappi is the only one coated fine paper brand I buy and use	1	2	3	4	5
34	I would recommend Sappi to others	1	2	3	4	5
35	In comparison to alternative suppliers, Sappi has high quality	1	2	3	4	5
36	In comparison to alternative suppliers, Sappi has consistent quality	1	2	3	4	5
37	In comparison to alternative suppliers, Sappi is the best	1	2	3	4	5
38	In comparison to alternative suppliers, Sappi is growing in popularity	1	2	3	4	5
39	In comparison to alternative suppliers, Sappi is innovative	1	2	3	4	5
40	In comparison to alternative suppliers, Sappi is the leading brand	1	2	3	4	5
41	Sappi provides good value for money	1	2	3	4	5



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
42 .	There are reasons to buy Sappi over competitors	1	2	3	4	5
43 .	Sappi has a personality	1	2	3	4	5
44 .	Sappi is interesting	1	2	3	4	5
45 .	Sappi is basically the same as competing brands	1	2	3	4	5
46 .	I would trust Sappi	1	2	3	4	5
47 .	Sappi is a good corporate citizen	1	2	3	4	5
48 .	Sappi is socially responsible	1	2	3	4	5
49 .	Sappi cares about its customers	1	2	3	4	5
50 .	I am willing to pay a premium for Sappi	1	2	3	4	5

53.	Please write any other comments that you believe are relevant:
-----	--



APPENDIX 4: QUESTIONNAIRE SENT TO TEMPO

CUSTOMERS

Brand Equity Survey

My name is Silvana Dimitrov and I am conducting research in order to complete my Masters Degree in Business Administration. This survey is intended to measure evaluations of product and corporate brand equity in B2B context.

There are three sections to the survey: Section A below asks you for your background information. Section B includes questions on product brand equity. Section C contains questions on corporate brand equity. A section for your comments is included at the end of the survey.

There are no wrong or right answers. What you think or feel is what is important for this survey. Please complete all questions.

Please be aware that your responses will be completely anonymous and confidential and neither you nor your organisation will be identified in any way in this questionnaire. In completing the questionnaire you indicate that you voluntarily participate in this research.

Please click on the submit button when you have completed the survey. Thank you for your participation.

A. Section A: Demographic data

Place a check in one box for each item.

1. Which of the following best describes your position in the company (check one):

- | | | | |
|---------|--------------------|----------------------|---------|
| 1 Buyer | 2 Plant/production | 3 General Manager/MD | 4 Other |
|---------|--------------------|----------------------|---------|

2. Your company is based in:

- | | |
|----------------|----------|
| 1 South Africa | 2 Europe |
| 3 US | 4 Asia |
| | 5 Other |

3. Your nationality is:

Please specify:.....

B. Product Brand equity

Please read the statements and answer according to whether you agree or disagree:



1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **TEMPO** product brand.

TEMPO		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
1.	When I think of coated fine paper, Tempo is the brand that first comes to mind.	1	2	3	4	5
2.	Tempo is a brand of coated fine paper I am very familiar with	1	2	3	4	5
3.	Tempo is a very popular brand	1	2	3	4	5
4.	The next time I buy coated fine paper, I intend to buy Tempo	1	2	3	4	5
5.	I know what the Tempo brand stands for	1	2	3	4	5
6.	I have an opinion about the Tempo brand	1	2	3	4	5
7.	I was delighted with Tempo during my last use experience	1	2	3	4	5
8.	Tempo is the only one coated fine paper brand I buy and use	1	2	3	4	5
9.	I would recommend Tempo to others	1	2	3	4	5
10.	In comparison to alternative supplier brands, Tempo has high quality	1	2	3	4	5
11.	In comparison to alternative supplier brands, Tempo has consistent quality	1	2	3	4	5
12.	In comparison to alternative supplier brands, Tempo is the best	1	2	3	4	5
13.	In comparison to alternative supplier brands, Tempo is growing in popularity	1	2	3	4	5
14.	In comparison to alternative supplier brands, Tempo is innovative	1	2	3	4	5
15.	In comparison to alternative brands, Tempo is the leading brand	1	2	3	4	5



TEMPO		1=Strongly Disagree 5=Strongly Agree				
16	Tempo provides good value for money	1	2	3	4	5
17	There are reasons to buy Tempo over competitors	1	2	3	4	5
18	Tempo has a personality	1	2	3	4	5
19	Tempo is interesting	1	2	3	4	5
20	Tempo is basically the same as competing brands	1	2	3	4	5
21	I would trust Tempo	1	2	3	4	5
22	Tempo is a good corporate citizen	1	2	3	4	5
23	Tempo is socially responsible	1	2	3	4	5
24	Tempo cares about its customers	1	2	3	4	5
25	I am willing to pay a premium for Tempo	1	2	3	4	5

C. Corporate brand equity

Please read the statements and answer according to whether you agree or disagree:

1=Strongly Disagree 2=Disagree 3=Neutral/Don't Know 4=Agree 5=Strongly Agree

When answering these questions please keep in mind the **SAPPI** brand.

SAPPI		1=Strongly Disagree 5=Strongly Agree				
--------------	--	---	--	--	--	--



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
26	When I think of coated fine paper, Sappi is the brand that first comes to mind.	1	2	3	4	5
27	Sappi is a brand of coated fine paper I am very familiar with	1	2	3	4	5
28	Sappi is a very popular brand	1	2	3	4	5
29	The next time I buy coated fine paper, I intend to buy Sappi	1	2	3	4	5
30	I know what the Sappi brand stands for	1	2	3	4	5
31	I have an opinion about the Sappi brand	1	2	3	4	5
32	I was delighted with Sappi during my last use experience	1	2	3	4	5
33	Sappi is the only one coated fine paper brand I buy and use	1	2	3	4	5
34	I would recommend Sappi to others	1	2	3	4	5
35	In comparison to alternative suppliers, Sappi has high quality	1	2	3	4	5
36	In comparison to alternative suppliers, Sappi has consistent quality	1	2	3	4	5
37	In comparison to alternative suppliers, Sappi is the best	1	2	3	4	5
38	In comparison to alternative suppliers, Sappi is growing in popularity	1	2	3	4	5
39	In comparison to alternative suppliers, Sappi is innovative	1	2	3	4	5
40	In comparison to alternative suppliers, Sappi is the leading brand	1	2	3	4	5



SAPPI		1=Strongly Disagree 5=Strongly Agree				
		1	2	3	4	5
41 .	Sappi provides good value for money	1	2	3	4	5
42 .	There are reasons to buy Sappi over competitors	1	2	3	4	5
43 .	Sappi has a personality	1	2	3	4	5
44 .	Sappi is interesting	1	2	3	4	5
45 .	Sappi is basically the same as competing brands	1	2	3	4	5
46 .	I would trust Sappi	1	2	3	4	5
47 .	Sappi is a good corporate citizen	1	2	3	4	5
48 .	Sappi is socially responsible	1	2	3	4	5
49 .	Sappi cares about its customers	1	2	3	4	5
50 .	I am willing to pay a premium for Sappi	1	2	3	4	5

53.	Please write any other comments that you believe are relevant:
-----	--

APPENDIX 5: BRAND EQUITY SCALE WITH SUBSCALES OF PRODUCT AND CORPORATE BRAND EQUITY

Product Brand equity scale (Typek)	Corporate Brand equity scale (Sappi)
Awareness	Awareness
When I think of office paper, Typek is the brand that first comes to mind.	When I think of office paper, Sappi is the brand that first comes to mind.
Typek is a brand of office paper I am very familiar with	Sappi is a brand of office paper I am very familiar with
Typek is a very popular brand	Sappi is a very popular brand
I know what the Typek brand stands for	I know what the Sappi brand stands for
I have an opinion about the Typek brand	I have an opinion about the Sappi brand
Loyalty	Loyalty
The next time I buy office paper, I intend to buy Typek	The next time I buy office paper, I intend to buy Sappi
I was delighted with Typek during my last use experience	I was delighted with Sappi during my last use experience
Typek is the only office paper brand I buy and use	Sappi is the only office paper brand I buy and use
I would recommend Typek to others	I would recommend Sappi to others
I am willing to pay a premium for Typek	I am willing to pay a premium for Sappi
Perceived Quality/Leadership	Perceived Quality/Leadership
<i>Perceived Quality</i>	<i>Perceived Quality</i>
In comparison to alternative supplier brands, Typek has high quality	In comparison to alternative supplier brands, Sappi has high quality
In comparison to alternative supplier brands, Typek has consistent quality	In comparison to alternative supplier brands, Sappi has consistent quality
In comparison to alternative supplier brands, Typek is the best	In comparison to alternative supplier brands, Sappi is the best
<i>Leadership</i>	<i>Leadership</i>
In comparison to alternative supplier brands, Typek is growing in popularity	In comparison to alternative supplier brands, Sappi is growing in popularity
In comparison to alternative supplier brands, Typek is innovative	In comparison to alternative supplier brands, Sappi is innovative
In comparison to alternative brands, Typek is the leading brand	In comparison to alternative brands, Sappi is the leading brand
Association/Differentiation	Association/Differentiation
<i>Perceived Value</i>	<i>Perceived Value</i>
Typek provides good value for money	Sappi provides good value for money
There are reasons to buy Typek over competitors	There are reasons to buy Sappi over competitors



<i>Personality</i>	<i>Personality</i>
Typek has a personality	Sappi has a personality
Typek is interesting	Sappi is interesting
<i>Organisation</i>	<i>Organisation</i>
I would trust Typek	I would trust Sappi
Typek is a good corporate citizen	Sappi is a good corporate citizen
Typek is socially responsible	Sappi is socially responsible
Typek cares about its customers	Sappi cares about its customers
<i>Differentiation</i>	<i>Differentiation</i>
Typek is basically the same as competing brands	Sappi is basically the same as competing brands



APPENDIX 6: DATA CODE BOOK

Product category	
Commodity	1
Differentiated	2

Function	
Buyer	1
Plant/Production	2
General Manager/MD	3
Other	4

Location	
South Africa	1
Europe	2
North America	3
Asia	4
Other	5

Likert scale	
Strongly disagree	1
Disagree	2
Neutral/Don't know	3
Agree	4
Strongly Agree	5

Variables	VarName
Awareness	
When I think of office paper, Typek is the brand that first comes to mind.	Comestomind
Typek is a brand of office paper I am very familiar with	Familiar
Typek is a very popular brand	Popular
I know what the Typek brand stands for	Standstor
I have an opinion about the Typek brand	Opinion
	Awareness
Loyalty	
<i>Satisfaction/Loyalty</i>	Loyalty
The next time I buy office paper, I intend to buy Typek	Intendtobuy
I was delighted with Typek during my last use experience	Delighted
Typek is the only office paper brand I buy and use	Onlyonebuy
I would recommend Typek to others	Recommend
I am willing to pay a premium for Typek	Picepremium
	Loyalty
Perceived Quality/Leadership	
<i>Perceived Quality</i>	Quality
In comparison to alternative supplier brands, Typek has high quality	Highquality
In comparison to alternative supplier brands, Typek has consistent quality	Consistent
In comparison to alternative supplier brands, Typek is the best	Thebest



<p><i>Leadership</i></p> <p>In comparison to alternative supplier brands, Typek is growing in popularity</p> <p>In comparison to alternative supplier brands, Typek is innovative</p> <p>In comparison to alternative brands, Typek is the leading brand</p>	<p>Leadership</p> <p>Growingpopular</p> <p>Innovative</p> <p>Leadingbrand</p> <p>Qualityleadership</p>
<p>Association/Differentiation</p> <p><i>Perceived Value</i></p> <p>Typek provides good value for money</p> <p>There are reasons to buy Typek over competitors</p>	<p>Value</p> <p>Valueformoney</p> <p>Reasonstobuy</p>
<p><i>Personality</i></p> <p>Typek has a personality</p> <p>Typek is interesting</p>	<p>Brandpersonality</p> <p>Personality</p> <p>Interesting</p>
<p><i>Organisation</i></p> <p>I would trust Typek</p> <p>Typek is a good corporate citizen</p> <p>Typek is socially responsible</p> <p>Typek cares about its customers</p>	<p>Org</p> <p>Trust</p> <p>Corpcitizen</p> <p>Socresponsible</p> <p>Cares</p>
<p><i>Differentiation</i></p> <p>Typek is basically the same as competing brands</p>	<p>Differentiation</p> <p>AssocDiff</p>



APPENDIX 7: TABLE OF MEANS AND STANDARD DEVIATIONS FOR GROUPS BY LOCATION

	Mean	Mean	Valid N	Valid N	Std.Dev.	Std.Dev.
	Europe	SA	Europe	SA	Europe	SA
Subscale and total equity scores						
Awareness Product: Comestomind	3.08	3.52	26	110	1.06	1.22
Awareness Product: Familiar	4.08	4.25	26	110	0.80	0.68
Awareness Product: Popular	3.65	4.04	26	110	1.09	0.91
Awareness Product: Standsfor	3.96	3.51	26	110	0.60	1.03
Awareness Product: Opinion	4.04	3.84	26	110	0.45	0.70
Awareness Product	3.76	3.83	26	110	0.55	0.60
Loyalty Product: Intendto buy	3.42	3.65	26	110	1.10	1.04
Loyalty Product: Delighted	3.96	3.91	26	110	0.66	0.87
Loyalty Product: Onlyone buy	1.96	2.83	26	110	0.96	1.26
Loyalty Product: Recommend	4.19	3.98	26	110	0.63	0.92
Loyalty Product: Pricepremium	2.73	2.77	26	110	1.04	1.09
Loyalty Product	3.25	3.43	26	110	0.64	0.80
Qualandleadership Product: Highquality	4.00	3.54	26	110	0.75	0.98
Qualandleadership Product: Consistent	3.92	3.83	26	110	0.69	0.83
Qualandleadership Product: Thebest	3.38	3.20	26	110	0.98	1.09
Qualandleadership Product: Growingpopular	3.23	3.51	26	110	0.82	0.94
Qualandleadership Product: Innovative	3.54	3.42	26	110	0.95	0.82
Qualandleadership Product: Leadingbrand	3.08	3.18	26	110	1.02	1.09
Qualandleadership Product	3.53	3.45	26	110	0.56	0.75
AssocDiff Product: Valueformoney	3.50	3.69	26	110	0.81	0.95
AssocDiff Product: Reasonstobuy	3.54	3.46	26	110	1.03	0.96
AssocDiff Product: Personality	3.31	3.24	26	110	0.68	0.91
AssocDiff Product: Interesting	3.65	3.28	26	110	0.85	0.78
AssocDiff Product: Differentiation	2.65	3.30	26	110	1.02	1.07
AssocDiff Product: Trust	4.04	3.89	26	110	0.53	0.71
AssocDiff Product: Corpcitizen	3.31	3.47	26	110	0.74	0.76
AssocDiff Product: Socresponsible	3.27	3.44	26	110	0.45	0.77
AssocDiff Product: Cares	3.50	3.39	26	110	0.58	0.90
AssocDiff Product	3.42	3.46	26	110	0.33	0.58
Total Product	3.48	3.53	26	110	0.42	0.60
Awareness Corporate: Comestomind	3.42	3.25	26	110	1.10	1.21
Awareness Corporate: Familiar	4.19	3.95	26	110	0.49	0.80
Awareness Corporate: Popular	3.88	3.88	26	110	0.77	0.88



Awareness Corporate: Standsfor	3.69	3.55	26	110	0.79	0.83
Awareness Corporate: Opinion	3.62	3.66	26	110	0.64	0.76
Awareness Corporate	3.76	3.66	26	110	0.50	0.69
Loyalty Corporate: Intendtobuy	3.46	3.43	26	110	1.14	1.05
Loyalty Corporate: Delighted	4.00	3.65	26	110	0.69	0.89
Loyalty Corporate: Onlyonebuy	2.04	2.89	26	110	1.00	1.20
Loyalty Corporate: Recommend	4.08	3.72	26	110	0.56	0.91
Loyalty Corporate: Pricepremium	2.65	2.92	26	110	0.94	1.17
Loyalty Corporate	3.25	3.32	26	110	0.69	0.89
Qualandleadership Corporate: Highquality	3.81	3.60	26	110	0.85	0.93
Qualandleadership Corporate: Consistent	4.00	3.68	26	110	0.57	0.90
Qualandleadership Corporate: Thebest	3.12	3.16	26	110	0.91	1.09
Qualandleadership Corporate: Growingpopular	3.54	3.45	26	110	0.76	0.86
Qualandleadership Corporate: Innovative	3.73	3.45	26	110	0.60	0.81
Qualandleadership Corporate: Leadingbrand	3.46	3.27	26	110	0.95	1.16
Qualandleadership Corporate	3.61	3.44	26	110	0.57	0.81
AssocDiff Corporate: Valueformoney	3.62	3.62	26	110	0.75	0.95
AssocDiff Corporate: Reasonstobuy	3.54	3.45	26	110	0.71	0.94
AssocDiff Corporate: Personality	3.50	3.30	26	110	0.76	0.86
AssocDiff Corporate: Interesting	3.58	3.44	26	110	0.90	0.89
AssocDiff Corporate: Differentiation	2.92	3.25	26	110	0.89	1.00
AssocDiff Corporate: Trust	3.73	3.76	26	110	0.78	0.72
AssocDiff Corporate: Corpcitizen	3.23	3.54	26	110	0.76	0.73
AssocDiff Corporate: Socresponsible	3.42	3.62	26	110	0.58	0.73
AssocDiff Corporate: Cares	3.54	3.45	26	110	0.58	0.96
AssocDiff Corporate	3.45	3.49	26	110	0.45	0.65
Total Corporate	3.51	3.48	26	110	0.46	0.69



APPENDIX 8: TABLE OF MEANS AND STANDARD DEVIATIONS FOR GROUPS BY PRODUCT CATEGORY

	Mean	Mean	Valid N	Valid N	Std.Dev.	Std.Dev.
	Comm	Diff	Comm	Diff	Comm	Diff
Subscale and total equity scores						
Awareness Product: Comestomind	3.40	3.58	112	24	1.21	1.14
Awareness Product: Familiar	4.29	3.88	112	24	0.64	0.90
Awareness Product: Popular	4.10	3.33	112	24	0.89	1.01
Awareness Product: Standsfor	3.48	4.13	112	24	1.00	0.61
Awareness Product: Opinion	3.84	4.04	112	24	0.69	0.46
Awareness Product	3.82	3.79	112	24	0.58	0.62
Loyalty Product: Intendtobuy	3.59	3.67	112	24	1.03	1.17
Loyalty Product: Delighted	3.98	3.63	112	24	0.75	1.13
Loyalty Product: Onlyonebuy	2.62	2.88	112	24	1.27	1.19
Loyalty Product: Recommend	4.04	3.96	112	24	0.87	0.91
Loyalty Product: Pricepremium	2.68	3.17	112	24	1.06	1.09
Loyalty Product	3.38	3.46	112	24	0.75	0.89
Qualandleadership Product: Highquality	3.64	3.54	112	24	0.97	0.93
Qualandleadership Product: Consistent	3.96	3.33	112	24	0.76	0.82
Qualandleadership Product: Thebest	3.26	3.13	112	24	1.08	1.03
Qualandleadership Product: Growingpopular	3.38	3.83	112	24	0.92	0.82
Qualandleadership Product: Innovative	3.29	4.13	112	24	0.80	0.68
Qualandleadership Product: Leadingbrand	3.21	2.92	112	24	1.06	1.10
Qualandleadership Product	3.46	3.48	112	24	0.73	0.64
AssocDiff Product: Valueformoney	3.63	3.75	112	24	0.96	0.74
AssocDiff Product: Reasonstobuy	3.39	3.88	112	24	1.01	0.68



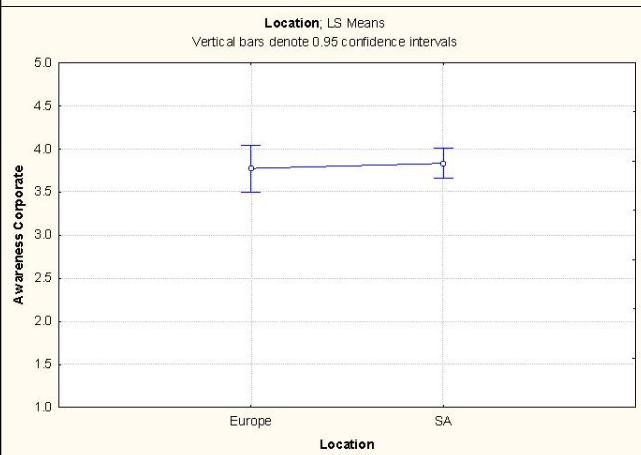
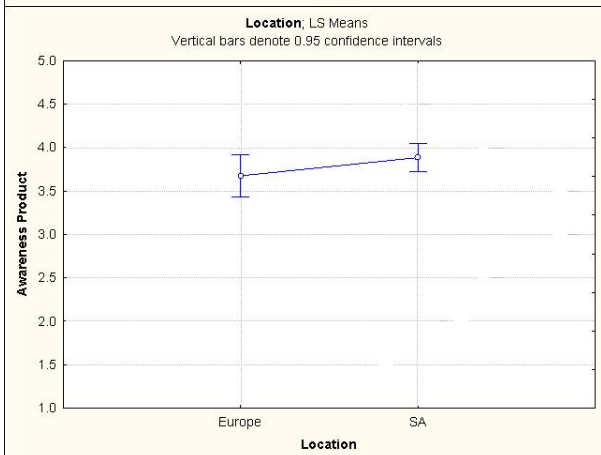
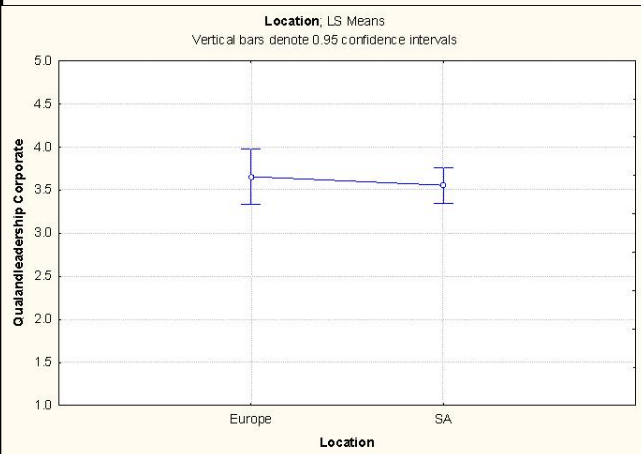
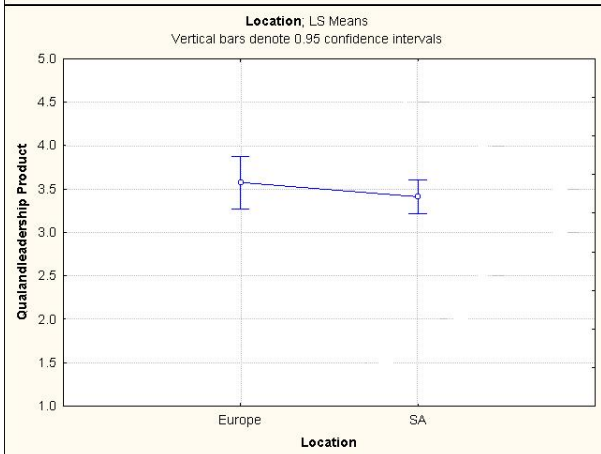
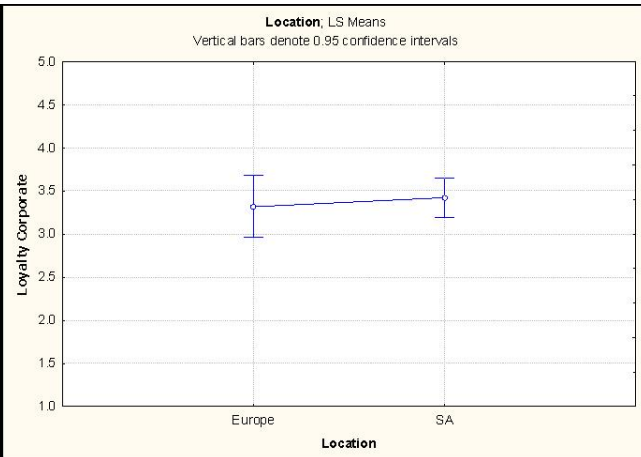
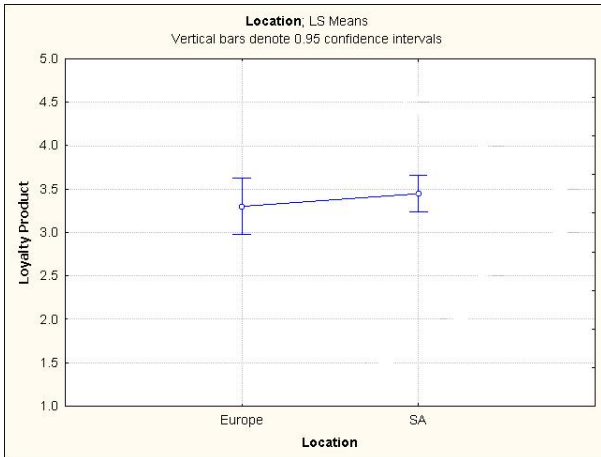
AssocDiff Product: Personality	3.19	3.54	112	24	0.89	0.72
AssocDiff Product: Interesting	3.25	3.83	112	24	0.81	0.56
AssocDiff Product: Differentiation	3.26	2.79	112	24	1.06	1.14
AssocDiff Product: Trust	3.95	3.79	112	24	0.66	0.78
AssocDiff Product: Corpcitizen	3.40	3.63	112	24	0.73	0.88
AssocDiff Product: Socresponsible	3.35	3.67	112	24	0.71	0.76
AssocDiff Product: Cares	3.36	3.67	112	24	0.87	0.70
AssocDiff Product	3.42	3.62	112	24	0.55	0.48
Total Product	3.50	3.59	112	24	0.58	0.53
Awareness Corporate: Comestomind	3.18	3.79	112	24	1.22	0.93
Awareness Corporate: Familiar	3.94	4.25	112	24	0.79	0.53
Awareness Corporate: Popular	3.83	4.13	112	24	0.87	0.74
Awareness Corporate: Standsfor	3.51	3.88	112	24	0.84	0.68
Awareness Corporate: Opinion	3.61	3.88	112	24	0.76	0.54
Awareness Corporate	3.61	3.98	112	24	0.67	0.51
Loyalty Corporate: Intendtobuy	3.37	3.75	112	24	1.11	0.79
Loyalty Corporate: Delighted	3.69	3.88	112	24	0.84	0.99
Loyalty Corporate: Onlyonebuy	2.69	2.92	112	24	1.23	1.10
Loyalty Corporate: Recommend	3.71	4.17	112	24	0.89	0.64
Loyalty Corporate: Pricepremium	2.84	3.00	112	24	1.14	1.06
Loyalty Corporate	3.26	3.54	112	24	0.87	0.71
Qualandleadership Corporate: Highquality	3.61	3.79	112	24	0.95	0.72
Qualandleadership Corporate: Consistent	3.71	3.88	112	24	0.83	0.95
Qualandleadership Corporate: Thebest	3.10	3.42	112	24	1.07	0.93
Qualandleadership Corporate: Growingpopular	3.39	3.79	112	24	0.84	0.78
Qualandleadership Corporate:	3.44	3.83	112	24	0.78	0.70

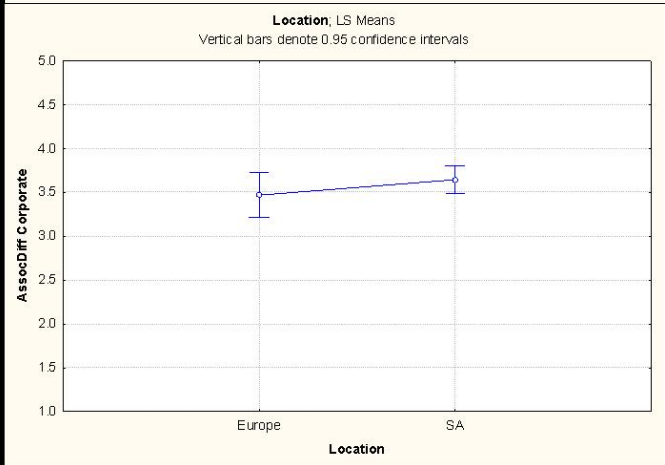
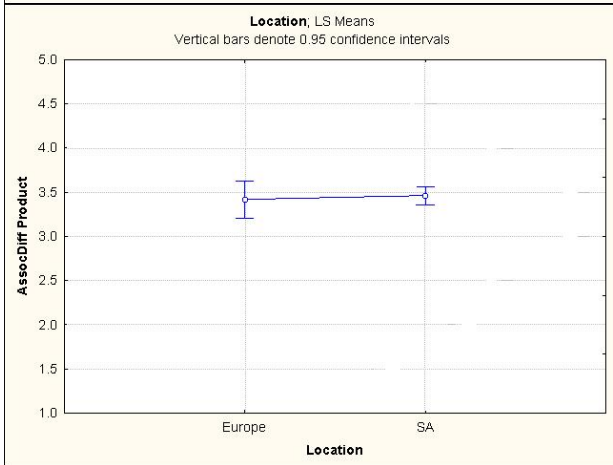
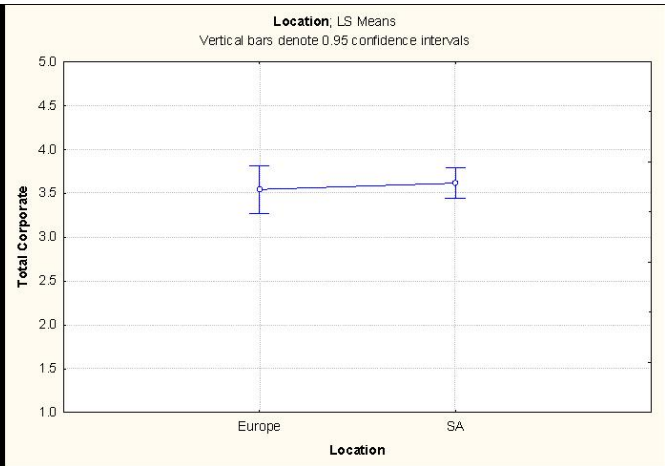
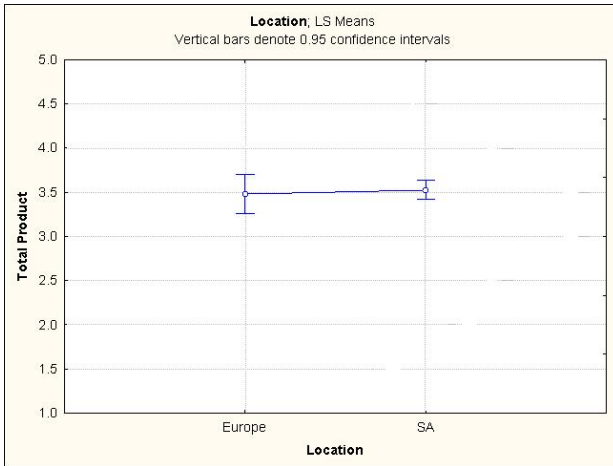


Innovative							
Qualandleadership Corporate: Leadingbrand	3.22	3.71	112	24	1.15	0.86	
Qualandleadership Corporate	3.41	3.74	112	24	0.78	0.65	
AssocDiff Corporate: Valueformoney	3.55	3.92	112	24	0.93	0.78	
AssocDiff Corporate: Reasonstobuy	3.41	3.75	112	24	0.93	0.74	
AssocDiff Corporate: Personality	3.23	3.83	112	24	0.86	0.56	
AssocDiff Corporate: Interesting	3.35	4.00	112	24	0.91	0.59	
AssocDiff Corporate: Differentiation	3.24	2.92	112	24	0.99	0.93	
AssocDiff Corporate: Trust	3.73	3.88	112	24	0.73	0.68	
AssocDiff Corporate: Corpcitizen	3.43	3.71	112	24	0.73	0.75	
AssocDiff Corporate: Socresponsible	3.53	3.83	112	24	0.71	0.64	
AssocDiff Corporate: Cares	3.40	3.79	112	24	0.91	0.78	
AssocDiff Corporate	3.43	3.74	112	24	0.62	0.51	
Total Corporate	3.43	3.75	112	24	0.67	0.51	



APPENDIX 9: MAIN EFFECT OF LOCATION ON PRODUCT BRAND EQUITY SUBSCALES







APPENDIX 10: ANOVA RESULTS ON PRODUCT BRAND

EQUITY SUBSCALES

	Degr. Of freedom	Awareness Product	Awareness Product	Awareness Product	Awareness Product
		SS	MS	F	P
Product Category	1	0.3454	0.3454	1.007	0.317547
Location	1	0.6987	0.6987	2.036	0.155944
ProductCat*Location	1	1.4380	1.4380	4.191	0.042624

	Degr. Of freedom	Loyalty Product	Loyalty Product	Loyalty Product	Loyalty Product
		SS	MS	F	P
Product Category	1	0.3621	0.3621	0.598	0.440557
Location	1	0.3346	0.3346	0.553	0.458368
ProductCat*Location	1	0.1444	0.1444	0.239	0.626026

	Degr. Of freedom	Qualandleadership Product	Qualandleadership Product	Qualandleadership Product	Qualandleadership Product
		SS	MS	F	P
Product Category	1	0.1129	0.1129	0.217	0.641738
Location	1	0.4266	0.4266	0.822	0.366361
ProductCat*Location	1	0.5067	0.5067	0.976	0.325033

	Degr. Of freedom	AssocDiff Product	AssocDiff Product	AssocDiff Product	AssocDiff Product
		SS	MS	F	P
Product Category	1	0.5576	0.5576	1.885	0.172040
Location	1	0.1643	0.1643	0.555	0.457451
ProductCat*Location	1	0.0405	0.0405	0.137	0.711765

	Degr. Of freedom	Total Product	Total Product	Total Product	Total Product
		SS	MS	F	P
Product Category	1	0.1241	0.1241	0.376	0.540795
Location	1	0.0740	0.0740	0.224	0.636640
ProductCat*Location	1	0.0043	0.0043	0.013	0.909400



APPENDIX 11: ANOVA RESULTS ON CORPORATE BRAND

EQUITY SUBSCALES

	Degr. Of freedom	Awareness Corporate	Awareness Corporate	Awareness Corporate	Awareness Corporate
		SS	MS	F	P
ProductCat	1	1.1636	1.1636	2.789	0.097305
Location	1	0.0547	0.0547	0.131	0.717908
ProductCat*Location	1	0.7363	0.7363	1.765	0.186333
		Loyalty Corporate	Loyalty Corporate	Loyalty Corporate	Loyalty Corporate
		SS	MS	F	P
ProductCat		1.6568	1.6568	2.275	0.133852
Location		0.1739	0.1739	0.239	0.625919
ProductCat*Location		0.0285	0.0285	0.039	0.843505
		Qualandleadership Corporate	Qualandleadership Corporate	Qualandleadership Corporate	Qualandleadership Corporate
		SS	MS	F	P
ProductCat		1.2550	1.2550	2.140	0.145913
Location		0.1590	0.1590	0.271	0.603511
ProductCat*Location		0.0368	0.0368	0.063	0.802537
		AssocDiff Corporate	AssocDiff Corporate	AssocDiff Corporate	AssocDiff Corporate
		SS	MS	F	P
ProductCat		0.9534	0.9534	2.623	0.107682
Location		0.4893	0.4893	1.346	0.248002
ProductCat*Location		0.4996	0.4996	1.375	0.243125
		Total Corporate	Total Corporate	Total Corporate	Total Corporate
		SS	MS	F	P
ProductCat		1.1958	1.1958	2.862	0.093048
Location		0.0820	0.0820	0.196	0.658551
ProductCat*Location		0.1922	0.1922	0.460	0.498844



APPENDIX 12: REPEATED PAIRED SAMPLE T-TESTS

RESULTS

TOTAL	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.82	0.59						
Awareness Corporate	3.68	0.66	136	0.14	0.61	2.68719	135	0.008112
Loyalty Product	3.39	0.77						
Loyalty Corporate	3.31	0.85	136	0.09	0.64	1.57588	135	0.117394
Qualandleadership Product	3.46	0.72						
Qualandleadership Corporate	3.47	0.77	136	-0.01	0.60	-0.16765	135	0.867113
AssocDiff Product	3.45	0.54						
AssocDiff Corporate	3.48	0.61	136	-0.03	0.43	-0.81084	135	0.418884
Total Product	3.52	0.57						
Total Corporate	3.48	0.65	136	0.03	0.46	0.82000	135	0.413663
Commodities	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.82	0.58						
Awareness Corporate	3.61	0.67	112	0.21	0.59	3.78023	111	0.000254
Loyalty Product	3.38	0.75						
Loyalty Corporate	3.26	0.87	112	0.12	0.67	1.95982	111	0.052524
Qualandleadership Product	3.46	0.73						
Qualandleadership Corporate	3.41	0.78	112	0.04	0.59	0.80397	111	0.423133
AssocDiff Product	3.42	0.55						
AssocDiff Corporate	3.43	0.62	112	-0.01	0.42	-0.27585	111	0.783174
Total Product	3.50	0.58						
Total Corporate	3.43	0.67	112	0.07	0.46	1.70079	111	0.091782
Diff	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.79	0.62						
Awareness Corporate	3.98	0.51	24	-0.19	0.58	-1.61256	23	0.120479
Loyalty Product	3.46	0.89						
Loyalty Corporate	3.54	0.71	24	-0.08	0.50	-0.82199	23	0.419520
Qualandleadership Product	3.48	0.64						
Qualandleadership Corporate	3.74	0.65	24	-0.26	0.59	-2.14195	23	0.043016
AssocDiff Product	3.62	0.48						
AssocDiff Corporate	3.74	0.51	24	-0.12	0.50	-1.17176	23	0.253290
Total Product	3.59	0.53						
Total Corporate	3.75	0.51	24	-0.16	0.43	-1.82560	23	0.080923



Europe	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.76	0.55						
Awareness Corporate	3.76	0.50	26	0.00	0.56	0.00000	25	1.000000
Loyalty Product	3.25	0.64						
Loyalty Corporate	3.25	0.69	26	0.01	0.43	0.09067	25	0.928478
Qualandleadership Product	3.53	0.56						
Qualandleadership Corporate	3.61	0.57	26	-0.08	0.51	0.83964	25	0.409070
AssocDiff Product	3.42	0.33						
AssocDiff Corporate	3.45	0.45	26	-0.03	0.34	0.50899	25	0.615225
Total Product	3.48	0.42						
Total Corporate	3.51	0.46	26	-0.03	0.33	0.47279	25	0.640462
SA	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.83	0.60						
Awareness Corporate	3.66	0.69	110	0.17	0.62	2.94524	109	0.003946
Loyalty Product	3.43	0.80						
Loyalty Corporate	3.32	0.89	110	0.11	0.68	1.62048	109	0.108020
Qualandleadership Product	3.45	0.75						
Qualandleadership Corporate	3.44	0.81	110	0.01	0.62	0.15454	109	0.877470
AssocDiff Product	3.46	0.58						
AssocDiff Corporate	3.49	0.65	110	-0.03	0.46	0.67494	109	0.501142
Total Product	3.53	0.60						
Total Corporate	3.48	0.69	110	0.05	0.49	1.02107	109	0.309482



Commodities Europe	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.90	0.40						
Awareness Corporate	3.74	0.51	18	0.16	0.33	2.02570	17	0.058788
Loyalty Product	3.18	0.63						
Loyalty Corporate	3.13	0.71	18	0.04	0.45	0.42136	17	0.678771
Qualandleadership Product	3.44	0.61						
Qualandleadership Corporate	3.54	0.54	18	-0.09	0.43	0.90843	17	0.376351
AssocDiff Product	3.38	0.37						
AssocDiff Corporate	3.43	0.44	18	-0.06	0.30	0.79678	17	0.436567
Total Product	3.46	0.43						
Total Corporate	3.46	0.46	18	0.00	0.26	0.03614	17	0.971589
Commodities SA								
Commodities SA	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.81	0.61						
Awareness Corporate	3.59	0.70	94	0.22	0.63	3.41247	93	0.000955
Loyalty Product	3.42	0.77						
Loyalty Corporate	3.28	0.90	94	0.14	0.70	1.91482	93	0.058589
Qualandleadership Product	3.46	0.76						
Qualandleadership Corporate	3.39	0.82	94	0.07	0.61	1.12490	93	0.263528
AssocDiff Product	3.43	0.58						
AssocDiff Corporate	3.43	0.65	94	0.00	0.44	0.05221	93	0.958476
Total Product	3.51	0.60						
Total Corporate	3.42	0.70	94	0.09	0.49	1.75658	93	0.082281



Diff Eur	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.45	0.75						
Awareness Corporate	3.80	0.49	8	-0.35	0.81	1.22923	7	0.258697
Loyalty Product	3.43	0.68						
Loyalty Corporate	3.50	0.59	8	-0.08	0.41	0.51342	7	0.623462
Qualandleadership Product	3.71	0.40						
Qualandleadership Corporate	3.77	0.62	8	-0.06	0.68	0.26069	7	0.801831
AssocDiff Product	3.51	0.23						
AssocDiff Corporate	3.50	0.48	8	0.01	0.45	0.08728	7	0.932897
Total Product	3.53	0.42						
Total Corporate	3.63	0.47	8	-0.10	0.47	0.57128	7	0.585677
Diff SA	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	p
Awareness Product	3.96	0.49						
Awareness Corporate	4.08	0.51	16	-0.11	0.44	1.01343	15	0.326922
Loyalty Product	3.48	1.00						
Loyalty Corporate	3.56	0.78	16	-0.09	0.55	0.64061	15	0.531439
Qualandleadership Product	3.36	0.72						
Qualandleadership Corporate	3.72	0.68	16	-0.35	0.53	2.65495	15	0.018012
AssocDiff Product	3.67	0.56						
AssocDiff Corporate	3.85	0.50	16	-0.19	0.53	1.41896	15	0.176356
Total Product	3.62	0.59						
Total Corporate	3.81	0.53	16	-0.19	0.42	1.83517	15	0.086387



BUYER	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	P
Awareness Product	3.88	0.57						
Awareness Corporate	3.57	0.71	35	0.31	0.71	2.60639	34	0.013485
Loyalty Product	3.54	0.79						
Loyalty Corporate	3.30	0.87	35	0.25	0.79	1.84761	34	0.073375
Qualandleadership Product	3.56	0.69						
Qualandleadership Corporate	3.45	0.64	35	0.11	0.63	1.03267	34	0.309049
AssocDiff Product	3.44	0.44						
AssocDiff Corporate	3.35	0.50	35	0.09	0.40	1.36113	34	0.182428
Total Product	3.58	0.53						
Total Corporate	3.41	0.59	35	0.17	0.53	1.92716	34	0.062349
Gen Man/ MD	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	P
Awareness Product	3.77	0.62						
Awareness Corporate	3.65	0.65	65	0.12	0.56	1.76556	64	0.082240
Loyalty Product	3.28	0.79						
Loyalty Corporate	3.30	0.87	65	-0.02	0.48	0.30975	64	0.757759
Qualandleadership Product	3.40	0.78						
Qualandleadership Corporate	3.46	0.84	65	-0.05	0.51	0.85918	64	0.393448
AssocDiff Product	3.40	0.59						
AssocDiff Corporate	3.48	0.66	65	-0.08	0.44	1.43950	64	0.154882
Total Product	3.45	0.61						
Total Corporate	3.47	0.69	65	-0.02	0.38	0.42637	64	0.671270
Plant Prod	Mean	Std.Dv.	N	Diff.	Std.Dv.	t	df	P
Awareness Product	3.89	0.43						
Awareness Corporate	3.86	0.47	7	0.03	0.35	0.21320	6	0.838230
Loyalty Product	3.17	0.96						
Loyalty Corporate	3.37	0.58	7	-0.20	0.70	0.75337	6	0.479735
Qualandleadership Product	3.36	0.64						
Qualandleadership Corporate	3.79	0.45	7	-0.43	0.51	2.23263	6	0.067023
AssocDiff Product	3.32	0.56						
AssocDiff Corporate	3.68	0.32	7	-0.37	0.47	2.07384	6	0.083443
Total Product	3.41	0.54						
Total Corporate	3.68	0.39	7	-0.27	0.39	1.80148	6	0.121702