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Leveraging on the Parent Brand Image to Build Brand Extensions: A Consumer's Perspective on the Clover Tropika Brand in Emerging Economic Areas

A dissertation submitted to the faculty of Commerce, law and Management, at the University of the Witwatersrand, Johannesburg, in fulfillment of the requirements of the Masters' in Commerce degree in the School of Economic and Business Science - Marketing

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DECLARATION

I, Phethokuhle Madlala, declare that this project is my own work. This research project is submitted in-fulfilment of the requirements for the Masters' degree in the field of Marketing at the University of the Witwatersrand, Johannesburg. The paper has not been submitted for any degree or examination at this or any other University.

I further declare that:

- I am aware that plagiarism, defined as the use of someone else's work without their permission and/or without their acknowledgement, is forbidden.
- I have followed the relevant conventions in referencing the thoughts and ideas of others
- I fully understand that the University of the Witwatersrand may take disciplinary action against me if there is a belief or proof that the dissertation has not been constructed as my own work. Or that I have failed in acknowledging sources and ideations represented in my work.

I acknowledge that it is my responsibility to conduct this research in an ethical manner and in accordance with the guidelines stipulated by the University of the Witwatersrand and to any law that applies to research. I also recognise ethical behaviour within the Marketing Discipline.

Signature _____

Date _____

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There are many individuals I would like to acknowledge who have contributed their time and effort in helping me throughout the composition of this dissertation.

Firstly, I would like to acknowledge Dr Abigail Chivandi and Dr Eugine Maziriri, who have supervised me during this research. I have gained an abundance of research knowledge through their time and guidance provided. They have further assisted in helping me identify and explore further areas of interest for research.

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Lastly, I would like to acknowledge the University of the Witwatersrand for providing me with the platform to conduct academic research and further enhance my skills.

ABSTRACT

The world is changing at a rapid pace and consumer demands are constantly evolving. Innovation is key for brands that aim to stay relevant in todays' markets. The brand extension strategy is a key marketing tactic to achieve innovation and it has therefore become crucial to understand how marketers can leverage on the parent brand image to build brand extensions. The primary objective of the study was to investigate how brand extensions can leverage on the parent brand image in order to achieve a positive brand extension perception. This was investigated in accordance with specific brand building constructs. The study focused on a consumers' perspective of the Clover Tropika brand within emerging economic areas. Various literature relating to the parent brand image, brand extensions, as well as the relationship between the two were explored. Literature shows that newly innovated products have a high failure rate should and in an event where they are successful, it is as a result of a brand extension created from an existing brand, where congruency between the two exists. The research was based on a quantitative approach which adopted convenience sampling at Mall intercepts. A total sample of 238 consumers responded to a self-administered questionnaire at Southgate and Maponya Mall which are located in the south west of Johannesburg. All respondents were above the age of 18 and consented to participate in the research by willingly placing their completed questionnaires in the box provided on the day.

The data techniques used included Structural Equation Modelling (SEM) which had a core focus on Confirmatory Factor Analysis (CFA) which assisted in confirming the relationships proposed in the conceptual model. SEM also focused on path modelling to determine the causal relations. Nine out of the ten hypotheses proposed had a significant level of $p<0.001$ proving support for the proposed hypotheses. The research found that there is a significant relationship between brand awareness and brand attitudes, as this hypothesis had the highest path coefficient score. After the research was conducted. it was noted that high recall and recognition of the parent brand, accompanied by favorable attitudes, are key factors in leveraging on the parent brand image to build brand extensions. Moreover, brand extensions need to have high perceived fit in order to leverage extensively on the parent brand image.

Keywords: Parent Brand Image, Brand Extensions, Clover Tropika, Positive brand extension perception

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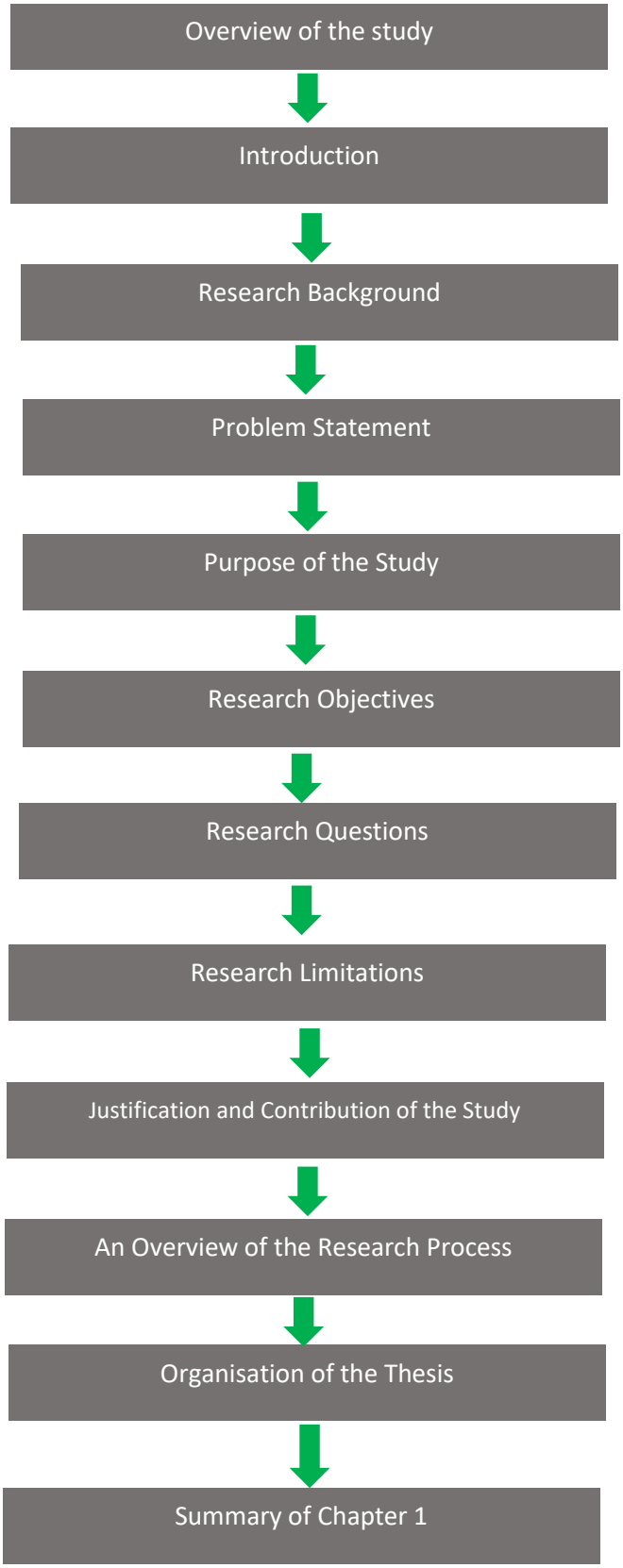


Figure 1: Diagrammatic Representation of Chapter 1

1 CHAPTER 1: OVERVIEW OF THE STUDY

1.1 Introduction

Branding has always been an intrinsic phenomenon in markets across the global sphere (Keller, 2013; Saha, 2014)). Companies have valued the concept of branding in such a way that almost every product is a brand. There are so many brands that consumers find it difficult to pick one product in a specific category (Keller, 2013) . It is therefore important that companies create brands that stand out and have a high value perception to consumers (Newman, 1985). From the inception of a brand, the brand undergoes a lifecycle which consists of the product development stage, the market introductory stage, the growth stage, and the maturity stage, lastly the decline or renewal stage is evident in the product lifecycle (Weinswig, 2015). Many brands that have reached the life cycle maturity stage also know as the peak stage opt for renewal or brand extensions in order to keep the product offering relevant or entice new market segments (Cutrona, Margini & Fantuzzi, 2016). With emerging economic markets, brands must stay relevant through tailored communications and new product concepts that are country specific in order to meet consumers' ever-changing needs. A key tactic in this discipline is brand extension strategy.

A brand extension can be defined as a tactical marketing strategy used to launch a new product using a brand that currently exists (Hariri & Vazifehdust, 2011). This tactical strategy has now become the cornerstone for growth . The brand that has existed for a long time, and has reached its' maturity stage is used to launch the brand extension, this long term brand is also referred to as the parent brand (Kang, 2015). Brand extensions are used to launch new innovation due to a number of financially viable considerations; low start-up costs, transferability of brand equity and high consumer persuasion (Boisvert,2016).

When considering the brand extension strategy, there are existing brand characteristics that can be adopted and transferred from the core or existing brand, for the purpose of the research referred to as the parent brand. The adoption and transferability depends on the relevance of the extension when compared to the parent brand as well as the consumers' perception of the new product (Kotler, 2001). In this process, it is consequential that marketers ensure that the new product has a place to exist in the market (French & Smith, 2013).

Key in understanding parent brand image and brand extensions is brand equity, in particular Consumer Based-Brand Equity (CBBE). CBBE is the fuel that enables the two variables to co-

exist as it deals with building ‘a set of assets’ that corelates with the core brand and makes it superior in the eyes of the consumer (Sharma, 2017). Brands with high equity are shown to have consumers that are brand loyal and have slimmer chances of switching to competitors, these high equity brands also have high chances of creating successful brand extensions (Aaker, 1991; Aaker & Keller, 1990). This study will focus on Keller’s Consumer Based-Brand Equity model.

This study evaluates core constructs of brand equity which include brand awareness and brand associations (Aaker, 1991; Keller, 2013). Brand awareness also known as brand salience is included as a pre-determinant of brand associations and brand attitudes which fall under consumer judgements and feelings within Keller’s brand equity pyramid (Keller, 1993). Brand awareness is represented in the equity model through brand salience, together these refer to the ability of the consumer to recall and recognise key brand elements or the ability of a brands saliency in the mind of the consumer (Keller, 1993). With awareness being a primary brand identifier, this was included in the research as an independent variable. Variables influencing the outcome were identified as brand attitudes and brand associations. Brand attitudes are the favourable and unfavourable thoughts or judgements that a consumer feels about a brand (Ghorban, 2012). Brand associations are links that the consumer makes based on brand attributes that they have been exposed to (Roux & Maree, 2016).

While innovating by extending the core brand is key, new products still need to cater to consumer demands and current consumer trends (Karma, 2017). The purpose of the study is to investigate the concept of levering on the parent brand image to build brand extensions, as well as to provide an overview of brand management related academic fundamentals.

The first segment of the thesis discusses the background of the study which aims to lay a concrete foundation for the paper. The second section sets the scene and context of the study, providing a thorough introduction to the brand of choice for the research. Thereafter, emerging markets are explained. The thesis is then followed by a problem statement, the purpose of study, the research objectives and questions. Limitations of the research are also addressed and thereafter the research is justified and contributions discussed. The chapter culminates with an overview of the research process and the organisation of the thesis.

1.2 Research background

Branding is one of the core functions of all successful companies. Clutter and aggressive competition have made it compulsory for companies to find creative and trendy techniques to stay relevant in the market (Anwar, Gulzar, Sohail & Akram, 2011). A brand can be defined as a product with an association (Elisio, 2018). The association can vary from characteristics such as reliability, durability, endurance, innovation and quality, amongst many other characteristics (Keller, 2013). The American Marketing Association (AMA) defines a brand as a name, symbol or design that help consumers recognise or distinguish a product or service that is being offered, the signs or symbols also aid in differentiating these products and service from competitors (Keller, 2013). Consumers form perceptions from the moment a brand enters the market. From that moment, brand image begins; Zhang elaborates by stating that "for marketers, whatever their companies marketing strategies are, the main purpose of their marketing activities is to influence consumers' perception and attitude towards a brand, establish the brand image in the consumers' mind, and stimulate consumers' actual purchasing behaviour of the brand, therefore increasing sales, maximizing the market share and developing brand equity" (Zhang, 2015:58).

The aim of branding is to simplify the consumer buying process (Keller, 2003). Firms create brands to stand out from competitors, as well as to develop loyal customers (Keller, 2013). A brand needs to possess certain traits should it seek to be memorable in the consumers mind. The following are traits which have been identified by academics.

- Identifiable – the customer can walk into a shop and recognise the brand name, packaging and logo (Elliot, Percy & Pervan, 2018).
- Practical – the brand saves the consumer time in having to evaluate other products/ alternatives (Elliot et al, 2018).
- Guarantee – because the brand has been used before, it needs to be consistent in ingredients, advertising, packaging, brand name. Applied in many industries, specifically in the beverages industry, the brand ensures the customer that the product will taste the same at whichever location it is purchased (Keller & Kotler, 2009).
- Hedonistic – the brand appeals to the customer in terms of customer experience, logo, slogan, rewards and communication (Elliot, 2007).

Other academics iterate other elements such as memorability, meaningfulness, likability, transferability, adaptability, as well as the protectability of the brand (Keller & Kotler, 2008;

Aaker, 2012; Boisvert 2012b). Others state that these characteristics are created through brand experiences and the associations made during this time (Mirzai, Fard & Slambolchi, 2016).

The above-mentioned points link closely to components which include the brand name, logo, any brand identifiable symbols, pantone combinations, jingles and packaging, amongst others.

Brands today still convey the above-mentioned characteristics (Keller, 2013). Whilst adhering to these, brands have thus been developed to encourage thorough brand portfolio strategies (Elisio, 2018). The brand portfolio should not only look at the current country in operation but should view itself as a global brand that can be extended into new regional areas. New brand leaders further recognise the importance of standardisation and localisation in brand extension strategies (Chen, Li & Liu, 2013).

Brand equity can be defined as the power a brand has built over time to be memorable in a specific manner in the mind of the consumer (Viot, 2011). Consumers are willing to go the extra mile and pay a little bit extra for a well-known and trusted brand. A strong brand has effective brand awareness with the desired target market (Elliot et al, 2018). It has a strong brand position with a distinct image and fills a gap in the market. Lastly, a strong brand has brand authority, brand esteem, a perceived status, as well as customer loyalty and satisfaction (Keller & Kotler, 2009).

The marketplace has become congested and consumers have many choices across products, brand identification plays an important role in the buying process, and most importantly, product satisfaction is vital to gain trust from consumers. Companies have invested/are investing in the brand/marketing departments. One can see a brand as an intangible asset. An asset can be defined as an "element that is able to produce benefits over a long period of time" (Kapferer, 2008:16). The benefits of a brand can often lead to a company broadening its portfolio. Over the years, launching a new product has been labelled with high failure rates and high costs due to investments in research and development, as well as advertising (Anwar, et al., 2011).

Brand Managers need to use strategic and aggressive marketing strategies to gain a competitive advantage to stay on top of the consumers' mind (Anwar et al., 2011). For years,' companies have been using a low risk strategy of avoiding introducing new lines or products under an existing brand name (Keller, 2013). Through transformation, brands realised the power of a brand name or logo and how recognisable it became to the consumers, marketers then decided

to introduce a range of new products using the original brand name which acquired brand equity through its' existence (Keller, 2013).

Brand extensions are used extensively in the Fast-Moving Consumer Goods (FMCG) industry. The phenomena can be archived back to the 1960's when the concept developed (Saha, 2014). The concept then gained momentum in the 1980's where, in the later years, Dr Edward Tauber, coined the term 'brand extension', describing it as a key strategy in brand management (Saha, 2014). Pioneering brands are strong brand extension advocates as this is key to a successful innovation. Marketing gurus state that constant innovation has allowed maximum use of economies of scale and drives margins significantly (Chatterjee, Kupper, Mariager, Moore & Reis, 2010). Thus, this justifies the importance of brand extensions in the Consumer Packaged Goods Industry.

Brand perception and attitude are the most important variables in brand extensions. Perception can be defined as the way in which the consumer perceives a brand. Brand perception is built through stimuli, which are experiences and associations such as advertisements, images, and even word-of-mouth on which the consumer can build a perception (Keller, 2013). Brand perception can either be in line with the brand message or, can be the complete opposite. True perception is built when the customer has first-hand contact with a brand (Elliot et al, 2018). Brand Extensions are then formed by using the reputation of the parent brand image.

Extensions are usually formed to:

- increase market share
- as a defence strategy against a new competitor product
- to reach new markets
- to create excitement and newness to the existing brand
- decrease the expense of creating a totally new product

1.2.1 Context and scene setting

The next section discusses the context of the study, as well as the scene setting with regards to the Clover Tropika brand, as well as in emerging markets.

1.2.2 Research Context

This study is written in the context of Clover Topika, focusing on leveraging the parent brand to build brand extensions. In this case Clover is the parent brand and Tropika is the brand

extension. There are numerous brands that have used the brand extension strategy by leveraging on the parent brand, these brands include the likes of Coca-cola who in 1982 extended into Diet Coke, with no calories, responding to a new consumer need of the health conscious consumer (Weinswig, 2015). Nestle also expanded from wheat-and-milk baby focused food into extensions and growth opportunities in condensed milk and milk chocolate, of which these brand extensions are now at maturity stage and include examples such as Kitkat (Weinswig, 2015). Numerous studies on parent brand and brand extensions have been conducted (Afzal, 2013; Chung & Kim, 2014). These however look at various industries such as the motor industry and private label with a focus on global brands. The research in question focuses on a local brand with high brand equity, in this case, Clover. The paper focuses on key brand equity constructs which include brand awareness and brand associations. The paper also looks at brand attitudes, with consumer perception being a key integral part of brand building and evaluating whether the desired brand image has been achieved in the mind of the consumer. The basis of the research is underlined within three theories & models namely, the consumer based brand equity model, the self-congruency theory and the attachment theory.

1.2.3 Clover

Known as the Butter and Diary company, Clover is a long-standing brand in South Africa. Its' brand identity dates from 1994 where the iconic red and blue colours become significant to the milk company, the symbol became high recognisable, and the 'Way Better' slogan was a stance for quality dairy products (Clover website, 2018). According to Grassie "Clover is a Fast-Moving Consumer Goods (FMCG) company which is the largest dairy company in South Africa and has about 400 of their own branded products available on the market that is produced and packaged in their factories"(Grassie, 2009:2). The company was listed on the 14th of December 2010 and has the vision "to be one of the leading branded foods and beverages group in South Africa and other African countries, providing accessible nutrition to all consumers" (Clover Annual Report, 2016:10). The Clover brand started in 1898 and therefore has a rich culture and heritage within the South African landscape. Clover is unique because it has a corporate brand identity, and a product brand identity at the same time, utilising brand equity to its fullest form. The brand has unique brand elements, such as the three-leaf spade logo, the colours blue and red, as well as the slogan 'Way Better'. Clover has a wide range of products, ranging from different categories such as dairy fluids, concentrated products, Non-alcoholic

beverages, etc. The Non-alcoholic beverages contributed 26% to Clovers total sales in 2016 (Clover Annual Report, 2016). One of the company's core strategies is to develop new products and to enter new markets outside South Africa, namely, Botswana, Lesotho, Namibia, Mozambique, Angola and Nigeria (News24, 2013).

The Group Chief Creative Officer of Joe Public, one of Clover's communication agencies, stated that Gaining market share in premium segment, particularly in milk, is a challenging task due to aggressive price wars and cash strapped consumers (Joe Public, 2013).

1.2.4 Tropika – Dairy Fruit Mix

Tropika is a versatile brand that is made up of different types of products within the same category. Though the brand falls under non-alcoholic beverages, it does occupy a unique category; Dairy Fruit mix, where Tropika holds 98.7% market share (Nielsen data, 2016). The brand has two sub-categories, Tropika Fresh and Tropika UHT. The Tropika fresh category is made up of different flavours, including orange, pineapple, mango, tropical, peach and cool red berry (Clover, 2017). The brand is a true epitome of a brand extension that has innovated, utilising and maximising on the parent brand image, in this case, Clover.

The latest category extension is Tropika Slenda. Tropika Slenda has focused and catered to the trend of health and wellness, as identified by branding trends 2020 (Janes & Faganel, 2015). The drink has no added sugar in it, being relevant to the most contested South African macro-economic trend, sugar tax (News24, 2017). The new Tropika Slenda has a twist of flavours, creating newness in the distinct dairy fruit mix category (Clover, 2017).

The Tropika brand was voted "product of the year" by the consumer survey of product innovation (Clover Annual Report, 2016). The brand has many associations linked to it, the popular Tropika Island of Treasure, which now has seven successful seasons behind it (Clover, 2017). The Brand also has the tag "nothing smoother", recently adopted to appeal more to the consumer (Tropika, 2017).

1.2.5 Emerging Economic Areas

At top of mind in the global arena are emerging markets. This is specifically true for the FMCG industry and many other industries because these markets exhibit faster growth than developed markets (Deloitte, 2017). South Africa was identified as a key economical growth hub, and also as a few of the growing emerging markets. Furthermore, the country is noted as the gateway to Africa. South Africa was placed amongst the countries associated with emerging national economies, these countries were called BRICS, which include Brazil, Russia, India,

China and South Africa (Besada, Tok & Winters, 2013). Emerging markets can be defined as regions that have potential to generate fast growing economies due to new growth opportunities and capacity developments (Chatterjee et al., 2010). South Africa has approximately 2000 formal shopping centres (Prinsloo, 2016). The country has seen an increase in shopping centres in suburban, as well as peri-urban areas, also classified as townships or emerging economic areas. Gauteng contributes the largest share of gross value added to the retail industry and sees growth in township areas (Economic Analysis Unit, 2012). The township areas have developed, along with the development and the rise of the black-middle class consumer. Middle-class is loosely defined by an income level of R2920 – R10678 (National Dynamics Income Study, 2012). An additional 3.1 million black people have been added to the middle class between 1993 and 2008 (Burger, Bredenkamp, Grobler & Van der Berg, 2012). Research shows that between 1962 and 2009, there were about 160 retail centres developed in 'emerging economic areas such as South Africa, their success is representative of the sales per square metre which is a key measurement in retail profitability (Prinsloo, 2012). Further research shows that Gauteng is a retail magnet in the country as the province contributes more than a quarter of total retail sales in the country. This study focuses on the Gauteng province and malls in growing economic areas such as Maponya and South Gate Malls.

South Africa is characterised by a fast growing middle-class. This means more access to disposable incomes which give brands a title to fight for. The growth of emerging markets will continue to outstrip that of developed markets. This market will add more than 1 billion people by 2020. Experts further emphasise that, emerging markets contribute more than half the global revenue of the Coca-Cola company since 2006 (Chatterjee, et al., 2010). This therefore reiterates that skill-full segmentation is a requirement when extending to different markets (Consumer Packaged Goods Practice, 2010).

1.3 Problem Statement

A brand needs to provide excitement, be constantly innovative and be consistent with the current trends of a specific location (Anwar et al., 2011). Companies have taken the route of utilising an existing brand name to create new lines, whether it is product line extensions, or brand extensions. This process is said to reduce the costs of launching a completely new product with its' own brand elements (Keller, 2014). Studies have evaluated positive and negative impacts of brand extensions (Martinez & Pina, 2003). Brand extensions have thus been studied in relation to perceived fit, whether the brand extension retains the reputation of the parent brand image (Hameed et al., 2014). Studies have been conducted on beverages,

cosmetics, social media, appliances (Ghobarn & Madani, 2011; Roux & Maree, 2016). Studies pertaining to the Clover Tropika Brand, a successful South African Brand, have not yet been explored. Furthermore, minimal studies have been conducted in this context, researching emerging economic areas. Emerging economy studies tend to be more numeric, statistical reporting and GDP growth (Economic Analysis Unit, 2012) related whilst this study focuses more on how the consumer thinks and interprets continuity information provided to them by the brand.

1.4 Purpose of the study

Brand extensions are a well-accepted strategy in the market. Past researchers have pointed out that this strategy has a high rate of failure (Martinez, Polo & Chernatony, 2008). Researchers state that there is approximately a 70%-89% failure rate amongst new products launched through brand extensions (Ernst & Young 1999; Marketing, 2003). Yet how are brands supposed to grow and gain market share without trial and error? The study investigates the concept of leveraging on the parent brand image to build brand extensions. The study focuses on the Clover brand and the Clover Tropika Dairy fruit mix drink, noted as the brand extension (Nielsen data, 2017). Furthermore, the study was conducted in malls in emerging economic areas with a focus on a key consumer in the classification of the growing black middle class.

One of Clover's strategies is to stretch the product portfolio and expand into other African countries, and enter new categories (News24, 2013); this makes the Clover brand a relevant parent brand (with strong brand equity) to study for brand extensions, with the purpose of leveraging on the Clover brand image. When a parent brand has strong equity, which is built through brand image and associations, the likelihood of a successful brand extensions becomes more prominent provided that there is brand congruency between the parent brand and the extension. The research therefore explores the link between the Clover brand and the Clover Tropika brand and what aspects can be leveraged from the parent brand, in this case Clover. Whilst researchers think it may be a big risk to extend a brand, the study also explores why it is important for companies to go through this phase (Keller, 2008).

1.5 Research Objectives

1.5.1 Primary objective:

The research examines the impact of the parent brand image and brand awareness on brand extension perceptions of the Clover Tropika Brand in emerging economic areas.

1.5.2 Theoretical Objectives

The following theoretical objectives were developed.

- To review literature on the consumer based brand equity model
- To review literature on the self-congruency theory
- To analyse literature on the attachment theory
- To review literature on brand awareness
- To assess literature on parent brand image
- To audit literature on brand extensions
- To review literature on brand attitudes
- To assess literature on brand associations
- To analyse literature on positive brand extension perceptions

1.5.3 Empirical Objectives

The following empirical objectives were developed:

- To determine the impact of brand awareness on the parent brand image
- To determine the impact parent brand image on brand extensions
- To determine the impact of brand awareness on brand attitude
- To assess the impact of brand awareness on brand associations
- To determine the impact of the parent brand image on brand attitudes
- To determine the impact of the parent brand image on brand associations
- To determine the impact of brand extensions on brand attitudes
- To assess the impact of brand extensions on brand associations
- To assess the impact of brand attitudes on positive brand extension perceptions
- To assess the impact of brand associations on positive brand extension perceptions

1.6 Research Questions

The research was guided by the following questions:

i. To what extent does brand awareness impact on the parent brand image?
ii. To what extent does the parent brand image impact on brand extensions?
iii. To what extent does brand awareness impact on brand attitude?
iv. Does brand awareness impact on brand associations?
v. To what extent does the parent brand image impact on brand attitudes?
vi. To what extent does the parent brand image impact on brand associations?

vii. To what extent do brand extensions impact brand attitudes?

viii. To what extent do brand extensions impact on brand associations?

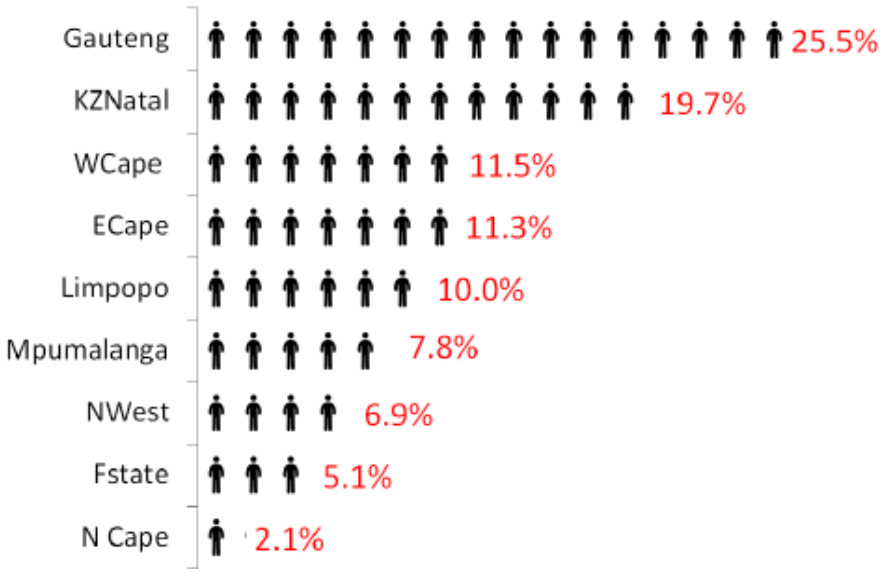
ix. To what extent do brand attitudes impact on positive brand extension perceptions?

x. To what extent do brand associations impact on positive brand extension perceptions?

1.7 Research Limitations

The thesis is set to provide theoretical developments and empirical evidence that aim to advocate or reject the proposed hypothesis. Although the research follows protocols in research academia, limitations to the study have been identified.

- The sample size of 228 has been selected as a non-probability sampling technique was used this means that the study cannot be generalized to the South African population. This may cause a limitation to the study as the population on South Africa is 57,73 million (STATSSA, 2018). Although this is the case, the South African region is part of emerging markets(Deloitte, 2018). This being said the sample will be used as a representation of the Gauteng population with the aim that should a similar study be conducted, the results will be consistent. The region of Gauteng has been selected as it has the highest population in South Africa. Due to the industry in focus, mall intercepts have been used. The following figure is a representation of Gauteng as the region with the highest population, making it the ideal province for data collection for an emerging market study.



Source STATSSA, 2018

Figure 2: South Africa population % breakdown by province

- The data was collected at the hub of emerging market economic growth, in two malls within the Johannesburg South/ South west region. Limitations are represented in that there are a total of 1942 shopping centres in South Africa of which over 65% are located in Gauteng (South African Council of Shopping Centres, 2016). The research study will only be carried out in two malls.
- A lot of time was spent explaining and translating words and questions in order for the respondents to fully comprehend what was being asked, this posed as a limitation from ensuring that the questions were well interpreted by the consumer
- Time also posed as a limitation to the research due to the fact that, had there be more time, the sample size could have been bigger.

1.8 Justification and contribution of the study

The study adds value to the field of marketing and brand management as well as to the FMCG Industry particularly in South Africa. The significance of the contributions can be categorised into the following areas; theoretical, marketing practice and stakeholders' contribution.

Whilst organisation seek growth opportunities using brand extensions, new product innovation still remains a complex topic in the marketing discipline, academically and in the Fast-Moving Consumer Goods industry. A high percentage of innovations are said to fail and or not make it over a period of 12 months. With extending existing brands being a key strategy in product innovation, the findings of this study allow for a contemporary understanding of brand portfolio management in the South African context for Brand Management theory, Marketers and Stakeholders. The findings accentuate notable aspects of leveraging on the parent brand image, to build brand extensions. The research further assists marketers in deciding on brand extensions effectively and taking advantage of key brand equity drivers.

1.8.1 Theoretical Contribution

From an academic perspective, this study makes a significance contribution to the brand management literature with regards to the following:

- The relationship between brand awareness and the parent brand image
- The relationship between the parent brand image and brand extensions
- The relationship between brand awareness and brand attitudes in relation to positive brand extension perception

- The relationship between brand awareness and brand associations in relation to positive brand extension perception
- The relationship between the parent brand image and brand attitudes in relation to positive brand extension perception
- The relationship between the parent brand image and brand association in relation to positive brand extension perception
- The relationship between the brand extensions and brand attitudes in relation to positive brand extension perception
- The relationship between the brand extensions and brand associations in relation to positive brand extension perception

1.8.2 Marketing practice contribution

Brand managers across the FMCG industry will be able to develop strategies aimed at expanding ranges or creating new ranges that are relevant for emerging economies, in South Africa, and other countries in the African continent. Marketeers will also be able to examine key brand equity elements that exist for the parent brand, and integrate these in brand extensions if the perceived fit gauge is high. Furthermore, brand managers from other beverage brands can also gain information about consumers who shop for beverages in malls.

1.8.3 Stakeholders contribution

In this regard, stake-holders are retailers with the FMCG industry. These retailers include Pick N Pay, Shoprite Checkers, Spar, Massmart, Convenience stores such as, Cash and Carry, as well as informal retailers. From the study conducted, stakeholders will be able to evaluate the relevance of the brand extension created. They will also be able to evaluate the likelihood of the innovations' success.

Through this study, a brand from a South African based company is used, and with globalisation being a mega trend, this study can contribute to strategies on how to effectively leverage on the parent brand image to build brand extension for other emerging economies, specifically in Africa. The research provides direction to the consumer behaviour patterns of this segment, in relation to new product innovations introduced through existing brands.

1.9 Overview of the research process

Research academic protocol was followed when developing the thesis and conducting the research. This included identifying a research gap that would be both appealing and relevant in the marketing discipline. Subsequent to the first step, literature was reviewed, analysed and

consolidated. Once the literature had been reviewed, it was imperative to clarify the problem and develop a concept and hypothesis for testing. From the consequential methodologies and research design options, the relevant methodology and research design were then adopted for the study, the data was collected and thereafter interpreted for findings and discussion points. Lastly, a conclusion and recommendations were made. Figure 3 represented below, exemplifies the process followed in this research. The first half of the process begins with research problem identification, it is then followed by a review of the literature, the hypothesis and the conceptual model is then constructed based on relevant literature. The second half of the process is followed by the research design, data collection, data analysis and lastly, data interpretation, reporting and recommendations.



Source: Baker, 2009

Figure 3: The Research Process

1.10 Organisation of the thesis

The study is embodied in six chapters

- A recapitulation of the study is provided in Chapter 1. The chapter introduces the study with the purpose of providing context and comprehension of the topic of

choice, the brand of choice, as well as emerging markets. The chapter also provides the purpose of the research, the research objectives, questions and limitations. Further to the mentioned, Chapter 1 also looks at the contribution of the study and the overview of the research process followed.

- Chapter 2 cornerstones the literature review which look at both the theoretical and empirical positioning that make up the root of the thesis. From a theoretical perspective, the thesis dissects the self-congruency theory and the attachment theory, in relation to leveraging on the parent brand image to build brand extensions. From an empirical stand-point, chapter 2 focuses on brand concepts including, brand awareness, parent brand image, brand extensions, brand attitudes, brand association and positive brand extension perceptions.
- Based on the grounding established in chapter 2, Chapter 3 includes hypotheses for the study, and a conceptual model created from a combination of logic, and from the pre-existing theories and research.
- In Chapter 4 the chosen research methodology and data analysis approach is explained. This later provides for the sampling technique, measures and data collection procedure chosen.
- Chapter 5 addresses the statistical techniques used. It answers the questions of how the data measurement was treated for reliability, validity and whether the model proposed fits the research study. Confirmatory Factor Analysis (CFA) was conducted using SPSS 22 and AMOS software. Chapter 5 also stipulates how the hypotheses were tested, using Structural Equation Modelling (SEM). In this chapter, research findings, interpretations and recommendations are presented.
- In Chapter 6, conclusions are drawn, based on the study, implications are indicated, and overall contributions of the thesis are mentioned. Recommendations that are practical in the speciality of brand management and marketing are suggested, and future research recommendations are made.

1.11 Summary of Chapter 1

The composition of chapter 1 is comprised of ten sections. Section one discusses the introduction to the research study which aims to provide a solid foundation. The introduction assesses the origins and the definition of branding, parent brand and brand extensions. The second section is made up of the background of the study which foregrounds the importance of building brands, brand extensions and gives an overview of Clover, Tropika and emerging

markets. The purpose of this section is to provide context and comprehension of the research in question. The chapter further goes into section 3 which defines the problem statement, section 4 which defines the purpose of the study, section 5 and 6 which look at the research objective and research questions. The chapter then goes into section 7 which stipulates any limitations identified for the study, section 8 which justifies the study and specify what contributions the study makes, section 9 which provides a lens for the overview of the research, and lastly, section 10 which specifies how the research has been organised.

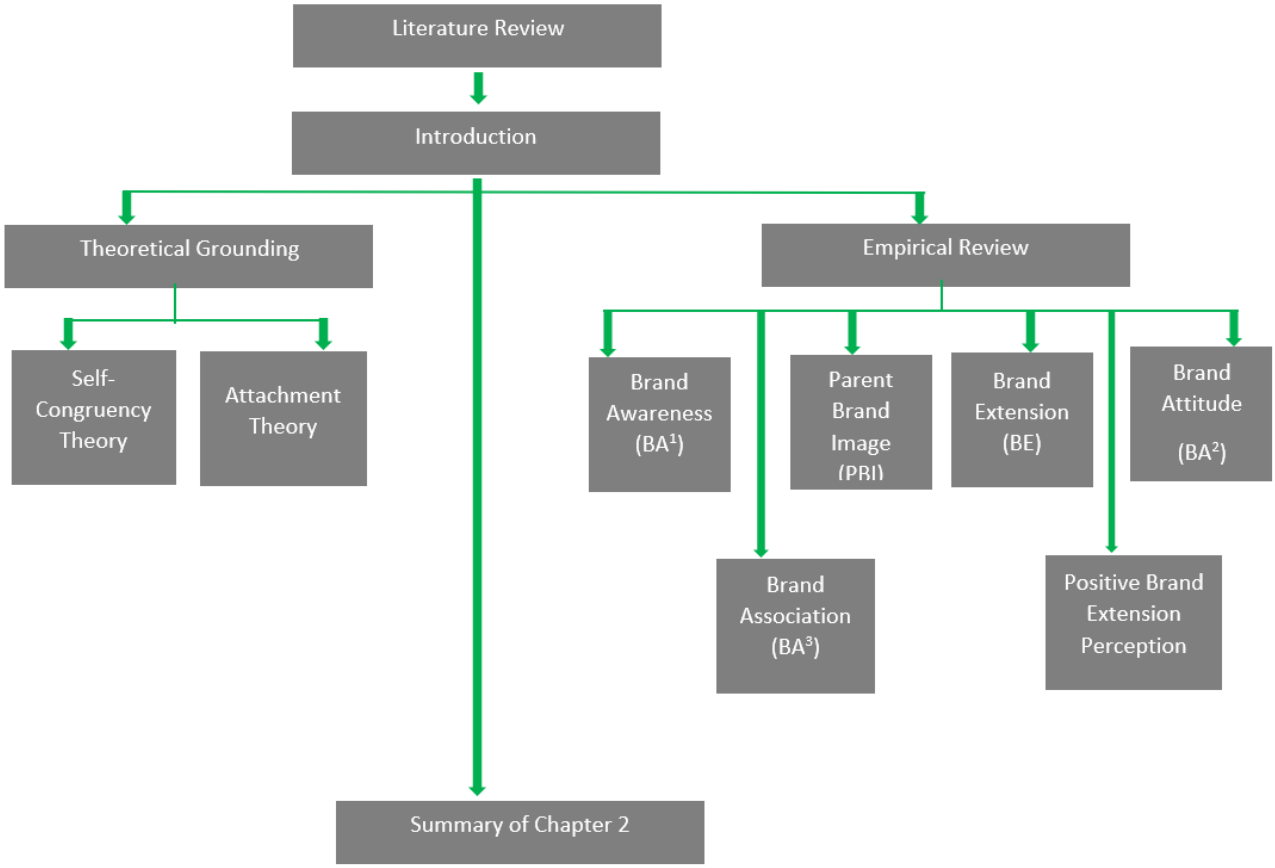


Figure 4: Diagrammatic Representation of Chapter 2

2 CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Essential to any form of dissertation is a review of previous studies conducted in the field of research chosen. Research specialists describe a literature review as a critical evaluation and summary of credible literature relating to the topic of study. The aim of the literature review in this chapter is to discuss and evaluate key issues and findings related to leveraging on the parent brand to build brand extensions. The theoretical grounding discusses the consumer based brand equity model, the self-congruency theory and the attachment theory, in relation to the study. The empirical literature review includes an exploration into Brand Awareness (BA), Parent Brand Image (PBI), Brand Extensions (BE), Brand Attitudes (BAT), Brand Associations (BAS) and Positive Brand Extension Perception (PBE).

2.2 Theoretical Grounding

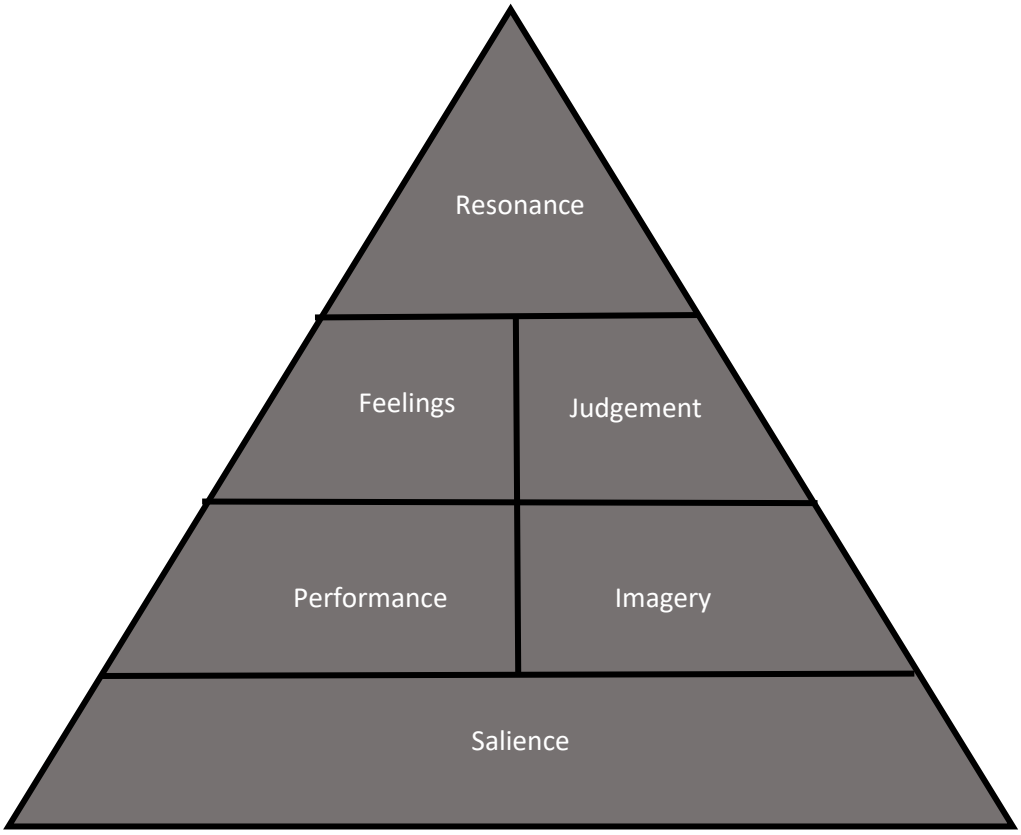
This section focuses on the consumer based brand equity model, the self-congruency theory and the attachment theory, which serve as the theoretical grounding of the study. The theoretical framework is made up of literature that assists in the comprehension of the concepts under discussion. The consumer based brand equity model, the self-congruency theory and the attachment theory are pivotal in this research as they provide a centred thought for the underpinned topic. The CBBE model originates from a marketing field, while the self-congruency theory and the attachment theory originate in the field of psychology and have been contemporised in the marketing discipline. The theories elaborate on the psychological position of the consumer towards a brand, these theories are therefore discussed with the purpose of identifying consumer behaviour as a key link in the research study.

2.2.1 The Consumer based-brand equity Model

Brand equity is a concept that can be dated back to the 1980's (Leuthesser, 1988). Its' inception was a result of defining the relationship between consumers and brands (Fayrene & Lee, 2011). The concept has been for many years separated between accountants and marketers, and from a financial point of view the term is defines in relation to the total brand value being positioned as an asset where it exists on a balance sheet (Feldwick, 1996; Wentz, 1989). The purpose of the financial evaluation is for merges and acquisitions as well as to position the brand name as incremental to the product or service being sold (Brodsky, 1991).

Brand equity developers argued that the concept could not be viewed outside of the individual consumer hence the term customer based-brand equity (CBBE) was coined (Aaker, 1991;

Keller, 1993). Aaker describes CBBE as “a set of brand assets and liabilities linked to a brand, its’ name and symbol that add to or subtract from the value provided by a product or service to a firm and/or to that firms customers” (Aaker, 1991:4). The definition is later developed from a different angle by Keller (1993), stating that CBBE is “the differential effect of brand knowledge on the consumers response to the marketing of the brand” (Keller, 1993:2).



Source: Keller (2003)

Figure 5: Keller’s Consumer Based-Brand Equity Pyramid

Illustrated in figure 5 is Keller’s customer based-brand equity pyramid. The pyramid consists of four building blocks which contribute to building brand equity. The building blocks will be explained with their relevance for the study where applicable.

Saliency refers to how relevant and top of mind a brand is versus other brands that offer the same product (Boolaky, Gungaphul & Adeyemi, 2017). When it comes to the saliency building block within the CBBE model, brand awareness and product differentiation becomes critical, as identified in Aakers’ CCBE model (Aaker, 2003). The primary block of saliency is important for this study because without brand awareness from the parent brand, the lifespan of the brand extension is close to non-existence because brand awareness is a key construct for transferability of equity between the parent brand and the brand extension (Boisvert, 2016).

Brand performance and brand imagery form the secondary building block in the CBBE model (Keller, 2003). These two concepts play a role in evaluating the response that the consumers have towards a brand (Booklay et al, 2017). In this block consumer evaluate brand quality, credibility, experience etc. and based on these evaluations, attitudes are formed towards the brand. This block correlates with the dependant variables of the study, namely brand associations and brand attitudes as these form a critical role in building brand equity (Keller, 2003). The attitudes and associations of both the parent brand and the brand extension play a crucial role in brand building as they have exchangeable influences, hence the inclusion and link from the independent variable to the dependent variables illustrated in Figure 9.

The last building block of the CBBE model is resonance. This term refers to the long-term relationship that the consumer develops and has with a brand and this concept is evaluated through elements such as repeat purchase, brand loyalty and brand attachment (Keller, 2003). The current study does not look at the resonance of neither the parent brand nor the brand extension as the core focus on the study is within the early stages of consideration or the consumer buying process namely problem recognition, information search and evaluation of alternatives. The reason for this being that the core of the study is within the decision to leverage of the parent to build brand extensions.

2.2.2 Self – Congruency Theory

The theory of self-congruity originates from the field of psychology; it particularly relates to self-image and self-concept which was developed by psychologist such as Rodgers, Maslow and Freud (Llaw, 2014). Achouri and Bouslama (2010) describe self-image as the way in which a person perceives themselves in relation to personality, characteristics, attributes and values (Achouri & Bouslama, 2010). In-order to have a self-image, individuals need to have introspection and self-knowledge. There are four dimensions of self-image include the 'real self', 'the ideal self', 'the real social self' and 'the ideal social self' (Mahjoub, Kordnaeij & Moayad, 2015; Achouri & Bouslama; Sirgy 1982).

Markin (1979) describes these as follows:

The real self - how the individual views themselves.

The ideal self – how the individuals aspires to see themselves.

The social self – how the individuals thinks that their family, friends, peers or the outer world sees them.

The ideal social self - how the individuals wishes their family, friends, peers and outer world would see them.

The theory of self-image emerged in the marketing field in the 1960s, it then gained further traction in the mid-1970s (Markin, 1979; Achouri & Bouslama, 2010). Researchers also conclude that the actual self is the ultimate self. Certain brands are able to target specific groups of people, based on an understanding of how the individuals view themselves; with this understanding, brand managers are able to develop products and communication methods that appeal to a certain aspect of the self-concept and thereby implying that the product is in fact a reflection of the individual or assists them in creating the self-concept they are trying to achieve. Brand extensions form because a new consumer need has emerged, the more the self-concept develops, the more brands need to cater to these new needs, this is where brand extension form a crucial role for the renewal stage of the brand lifecycle and brand relevancy becomes crucial (Cutrona et al, 2016). Linked to the self-congruency theory and the above-mentioned statement, is the theory of individual self enhancement. This theory assumes that the individual's self-concept is of high value to them, they therefore will continuously work towards building, a better self-concept, or if already developed, protecting it (Heath & Scott, 1997; Hollenbeck & Kaikati, 2012).

Consumer behaviour aimed to identify the connections an individual had with themselves, that connected them to a certain product or brand. Studies now show that the consumer seeks congruence, harmony or compatibility between the perceived brand image and his or her self-concept (Llaw, 2014; Hollenbeck & Kaikati, 2012). Brand extensions therefore need to ensure that they are targeting the correct consumer need. Mahjoub further advances the assumption by stating that consumers tend to prefer brands that they associate with a set of personality traits that are in line with their own (Mahjoub et al., 2015). When consumers find brands that fit with their perceived self-concept, they use these to communicate and build on their social real or social ideal self. A number of studies have linked the congruency theory to purchasing behaviour, assuming that consumers purchase products based on how they feel the product will enhance their self-image (Sirgy, 1982; Heath & Scott, 1998, Llaw 2014). Some brand related studies also link the self-congruency theory to brand perception or product evaluation, assuming that the way society views a brand, plays a magnificent role and therefore making

brand image, a key variable in brand success which has a direct link to brand equity and establishing core, parent brands. Recent studies also build on the compatibility between the brand and the consumer by asking the question whether the brand should appeal to the actual self or the ideal self (Malar, Krohmer, Hoyer & Nyffenegger, 2011).

In context, the self-congruency theory can be expressed as a match between a brand image and an individuals' self-concept (Hollenbeck & Kaikati, 2012). Brand image is key construct in building brands. The brand image of the parent brand needs to be congruent to current customers, and the brand image of the brand extensions should cater to future customers as these will be addressing to different consumers who will be seeking different congruency from the brand. In conclusion of all assumptions mentioned, one can assume that congruity is an essential factor to the likely-hood of coherence between an individual and a brand. Therefore, one of the steps in achieving leverage on the parent brand to build a brand extension is to ensure that the consumers targeted for the brand extension are compatible with the brand extension proposed through the actual self or the ideal self. Further to this, the perceived fit between the parent brand and the brand extension determines whether, a person will relate to or accept the brand extension.

2.2.3 Attachment theory

The conception of brand attachment has its underlying foundations in the Interpersonal Attachment Theory, which was spearheaded by Bowlby (1988). The attachment theory describes the innate human need to form affectionate bonds (Bowlby, 1988). Additionally, this theory propounds that attachment to figures is an inborn behavioural system (Tsai, 2011). Pioneers of psychology begin by linking the theory to the human behaviour of a mother and a child. Pioneers of psychology begin by linking the theory to the human behaviour of a mother and a child. In recent studies, researchers point out that according to the theory, a child shows its discomfort when the mother is no longer present (Amin & Malin, 2012). This occurs due to a memory network that evokes need or necessity to the human mental or physical state. Research further underpins the aforementioned trait by making reference to adult life. The attachment trait is exemplified through relationships, whether friendships, romantic relationships or relationships formed with family members, such as sisters or brothers.

Attachment does not only exist for humans, but it is also reflected with objects, in this case, brands. This is exhibited when the consumer shows feelings of regret and sorrow when the object is no longer available (Amin & Malin, 2012). Moussa and Tourane (2013) advocate for

this, stating that attachment theory's premises are transferable to consumer brand relationships (Moussa & Tourane, 2013). According to Ismail and Ali (2013:55), the basic underlying premise of attachment theory is "Separation Distress", which refers to the extent to which consumers show their emotions when exposed to real or imagined separation from an object of strong attachment (Ismail & Ali, 2013). Applied to the brand attachment paradigm, the theory proposes that customers have an innate propensity to be attached to some brands (Pawle & Cooper, 2006; Parish & Holloway, 2010). The brand benefits significantly when a consumer has a secure relationship with it, this promotes brand longevity, especially relating to positive sentiment, advocacy and re-purchase behaviour.

Two concepts are important when discussing brand attachment; these are brand self-connection and brand prominence. A person develops an image of a brand through stimulus which occurs by means of communication strategies applied by the marketing manager. The foundation of self-brand connection is the use of brand associations to link or build one's self, this connection between the consumer and the brand is developed through the communication strategies of the brand that the self is exposed to (Moore & Homer, 2008). This construct is directly linked to the self-congruency theory where consumers are involved in a matching process, carefully selecting brands that possess or reflect the same image they portray or wish to portray. The second critical concept in the brand attachment theory is brand prominence. Park, MacInnis, Priester, Eisingerich and Iacobucci (2010) believes in the notion that "prominence reflects the salience of the cognitive and affective bond that connects the brand to self'" (Park, MacInnis, Priester, Eisingerich & Iacobucci, 2010:2). This means that through numerous positive experiences with a brand, memories are created, and these memories create preferential decisions when it comes to brand selection. This therefore places your product at an advantage compared to competitors.

Moussa and Tourane (2013) suggests that the attachment theory can contribute to marketing because of the distinctive qualities of an attachment (Moussa & Tourane, 2013). The theory is relevant for the study in that attachment needs to exist for the parent brand in order to drive any form of saliency towards the extension brand. Critical to any brand extension forming is the product lifecycle stage of the parent brand, whereby the parent brand should have surpassed the maturity stage and is seeking a form of renewal to maintain growth (Park et al, 2010). Attachment, namely brand attachment, which is covered as resonance in Keller's CCBE model, plays a critical role in the establishment of the parent brand image. Therefore, based on the

explanations mentioned, it can be noted that if the attachment theory is taken into consideration, it can assist brand managers of various organisations to grow strong existing brands.

2.3 Empirical Review

2.3.1 Brand Awareness

The theory of brand awareness has been explored and studied by many researchers in different fields, such as consumer psychology, communication and brand management. In the *Journal of Consumer Psychology,* Schmitt states that "brand awareness is an important memory-based categorization task in which a consumer recalls a specific brand name when presented in the category" (Schmitt, 2012:9). Pioneers of brand awareness further describe it as the ability of a potential consumer to recognise certain characteristics that enable them to connect associations with a product (Aaker, 1991; Keller, 2013; Schmitt 2012). Constructs of brand awareness include brand recall and brand recognition. The ability of the consumer to recall is defined by their strength to remember a brand within the first cue given, be it a symbol, logo, slogan, colour scheme, etc. (Keller, 2013). Brand recognition elevates or compliments brand recall, recognition identifies the ability of the consumer to recognise that they have previously been exposed to the brand, be it through, above the line, below the line, or word of mouth techniques (French & Smith, 2012).

There are three types of brand awareness:

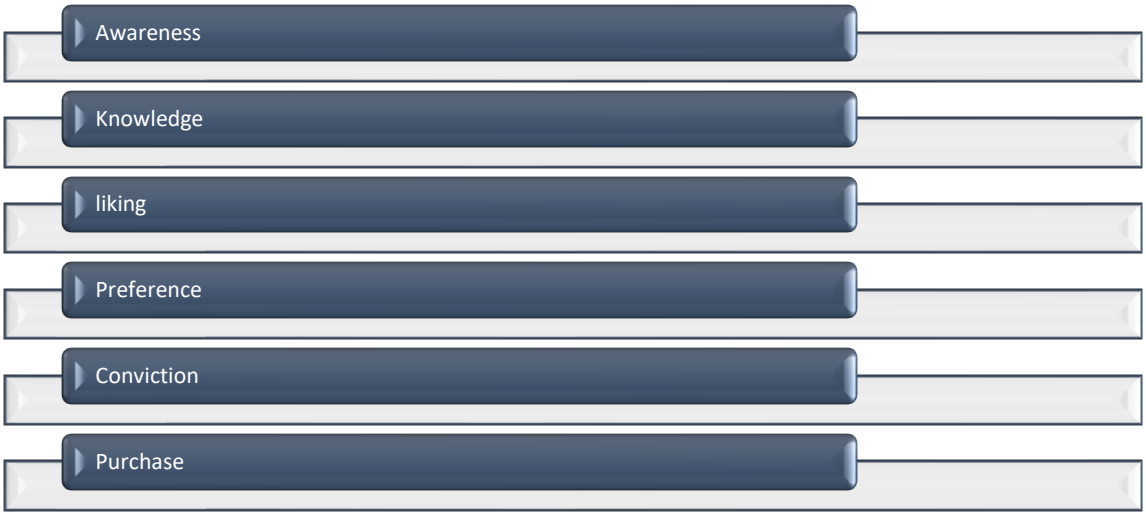
i) Aided awareness – as the description suggests, aided awareness is the process of a consumer recognising a brand through some form of inducer. An inducer can be any form of prop or scenario that will prompt the consumer to remember the brand.

ii) Top of mind awareness – when a consumer has a specific need, a specific brand comes to mind. This means that the brand has positioned itself in such a way, that it is the first thing that comes to mind when a specific need arises.

iii) Consumer Preference – consumers have the right to choose products that they prefer. Brand awareness, based on consumer preference, assumes that consumers recall brands based on the purpose the brand serves in the consumers' life and whether or not the consumer prefers a specific brand over another, due to preference, also known as liking the product more due to the product's characteristics and personality.

Through previous research, conclusions have been made that identification is a key factor when elucidating brand awareness – the consumer needs to search for or be exposed to aspects of a brand to acknowledge that the brand exists (Schmitt, 2012). Researchers have concluded that

brand awareness exists due to ongoing visibility through marketing communications, familiarity and created brand associations (Keller, 2013; Severi & Ling, 2013). The figure represented below is the hierarchy of effects models which outline the process a consumer undergoes before making a final purchasing decision (Kaur & Aujla, 2015). As depicted below, awareness is a key factor for brands to achieve in the minds of the consumer. Although it does not ultimately result in purchase, it is the first lever to achieve the end desire, in this case, product purchase. Researchers state that consumers may use brand awareness as bait to enter a relationship with a specific brand (Kaur & Aujla; MacDonald & Sharp, 2000).



Source: Lavidge and Steiner (1961)

Figure 2: Hierarchy of Effects Model

Although brand awareness does not result in purchase. It does form part of the constructs that ad up to brand equity as stipulated in the CBBE model (Aaker, 2001). Core to successful brand is high brand awareness which Keller refers to as brand saliency (Keller, 2003). Brand equity measures the customers mindset, of which brand awareness is a significant part. This therefore emphasises the importance of achieving brand awareness for a brand, particularly the parent brand in order to leverage on this for new innovations. Drawing from the authors' elucidations, it can be pointed out that brand awareness is directly linked to recall and recognition and is a key step for any brand to achieve. It results in brand equity acquisition that can be represented over time of which can be used as an asset by the business. Brand awareness is therefore represented as a variable in the study, as a key inidcator for a strong parent brand with high brand equity.

2.3.2 Parent Brand Image

The term ‘parent brand image’ is derived from the convention ‘brand image’, researchers refer to the parent brand as the original or the first product created for a particular brand name. Other intellectuals may refer to the parent brand image as the original brand (Kang, 2015). Parent Brand Image has not been defined extensively. The study therefore assesses the following definitions of brand image and adapts them for PBI.

Table 1: Brand image definitions

Brand Image Definitions	
Sources	**Definition**
Herzog (1963)	The shoppers' general perceptions and impressions of a brand
Sommer (1964)	The shoppers' perception and recognition of a product's symbolic attribute
Newman (1985)	Consumers' perceptions of a product's total attributes
Ditcher (1985)	Consumers' general impression of a product or service
Keller (2013)	A summation of brand associations created in the consumer's mind which leads to a particular perception and associations of the brand
Kapferer (1994)	Consumer's general perception about the brand feature associations
Kotler (2001)	A consumer's attitudes, thought or feelings for an object

Source: Zhang 2015

A parent can then be defined as a founder, a mother, a father, or as a caregiver. From the abovementioned definitions, for the purpose of this research, PBI is defined as the perception of a brand from its infant stage to the maturity stage, where it develops certain traits over the years in the consumers’ mind, in a way that it can extend these traits to future sub-brands (Elliot et al, 2018). Once the brand has extended, the mature brand is referred to as the core brand or the parent brand. The purpose of the Parent brand image in the study is to measure brand equity, brand image is strongly represented in the CBBE model and is identified as a key measure of brand equity, which is ultimately going to determine how the brand extension is perceived in the mind of the consumer.

Brand image relates to associations; associations are interlinked with attributes, benefits and consumer attitudes towards a brand (Keller, 2013). A positive attitude can often lead to consumers having an attachment towards the brand as mentioned in the attachment theory. Brand Management academics speak about many factors that influence the parent brand; these include attitudes, associations, quality, reputation and familiarity, amongst others (Anwar, 2011). Various authors also refer to the parent brand as the core brand from the moment of a brand’s inception.

2.3.3 Brand Extension

Hariri and Vazifehdust state that "brand extension strategy consists of using an established brand name to launch new products" (Hariri & Vazifehdust, 2011:104). Soomro (2012), goes on to elucidate that the strategy is constructed on the perception that if the consumer has favourable and familiar attitudes towards an existing brand name, those variables can be transferred onto new product launches (Soomro et al., 2012). Researchers have differed in the way they categorise brand extensions. Keller differentiates extensions into two categories, line extensions and category extensions (Keller, 2013). Line extensions can be described as new products formed using the parent brand to target new markets, line extensions must be relevant and attractive to the new market (Park et al., 2010). A line extension could be in the form of a new size, shape or flavour for the product, whereas a category extension is used to enter a different product category to that of the existing product. Other researchers segment brand extensions into two main pillars; horizontal and vertical strategies (Elliot et al, 2018). Although the brand extension strategy has received great recognition and acceptance, there are researchers who point out the disadvantages of launching new products by using the parent brand. A brand might have too many extensions which could cause the consumer to be confused and create unfavourable associations for the brand; this can result in the parent brand image being diluted (Keller, 2013; Lazanova, 2016). Brand extension advocates defeat pessimists by emphasising that brand extensions are valuable drivers of market penetration, market growth, brand expansion and diversification (Hariri & Vazifehdust, 2011).

The following are advantages and disadvantages of brand extensions:

Advantages:

- Core brand image transferability
- Core brand association transferability
- Increased equity of the core brand/product
- Introduction to new market segments
- Leveraging on marketing expenses
- Leveraging on economies of scale
- Increased brand visibility
- Higher probability of consumer acceptance

Disadvantages

- Negative brand image creation
- Negative brand association creation
- Brand Dilution
- Cannibalisation

Source (Vukasavic, 2012; Lazanova, 2016)

From the authors' explanations, it is imperative to note that although there are many positive outcomes of introducing a new product using a brand extension, marketers must be cognisant of the risks as well; perceived fit is a vital evaluation to do before pursuing a brand extension as this may dilute the parent brand image significantly.

2.3.4 Brand Attitudes

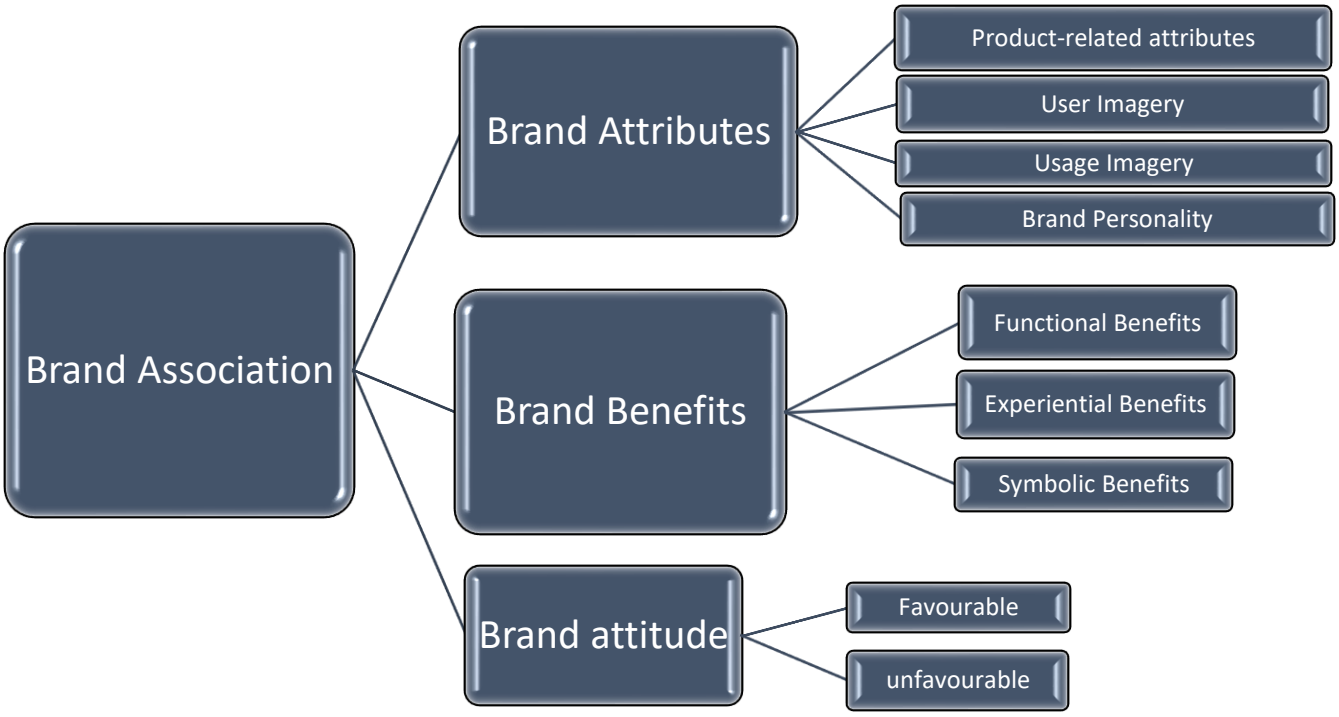
The concept of attitude was studied widely in many disciplines (Ghorban, 2012). Brand attitudes are the foundation to how a consumer accepts a product, they are defined as favourable or unfavourable feelings towards a branded product or service. (Ghorban 2012; Le Roux & Maree, 2016). Attitudes are adapted and learnt through brand experience. Once the customer has been exposed to a brand and can recall it, within the recall memory, the customer remembers something regarding the brand and therefore develop an attitude or opinion towards the brand, be it a positive or negative recall (Le Roux & Maree, 2016). Attitudes exist within three fundamentals, namely, affective, cognitive and behavioural measures (Sanayei, Shahin & Taherfar, 2013). These fundamentals affect the way in which the consumer receives information, the affective measure examines how some individuals feel towards an object, it also relates to their emotiveness, connection or disconnection with a brand (Ghorban, 2012). The cognitive measure relates to the beliefs associated with a product or object and the behavioural measure relates to the actions a consumer takes, such as purchasing a product (Sanayei et al., 2013). The variable brand attitude is justified in Keller's CBBE model, the third building block of the model pertains to judgements and feelings being key builders of successful brands (Keller, 2003). Brand attitudes are compatible with brand feelings are they both express favourable or unfavourable feelings that the consumer has about the brand (Aaker, 1991). Deducing from the mentioned points, it is imperative for brands to gain favourable attitudes from consumers as attitudes can be later translated into purchasing intent and therefore increasing the overall brand equity.

2.3.5 Brand Association

Brand association is defined as a union or a syndicate of linked characteristics that a product or service has. Academics have defined brand association as the links and nodes stored in the customers' memory about the brand. (Keller, 2013; Schmitt, 2012; Roux & Maree, 2016). Marketers create brand associations through brand attributes and a brand's functional benefits (French & Smith, 2013). Figure 7 displays a diagrammatic representation of how brand associations can be created. Consumer can make brand associations through brand attributes. These attributes can be product related which specifically relate to a product's physical characteristics such as shape, size, colour and logo. User imagery is largely defined by who and what kind of person uses a product, and this is largely dependent on perception. User imagery then accompanies usage imagery which describes an individual's perception of when and where a product should be used. These characteristics can be driven or influenced by brand managers, depending on their brand positioning strategies. Lastly, brand attributes are made up of the brand personality which refer to the personality traits associated with the brand. Polyorat (2011) describes five personality traits that brands can be segmented against, these include; sincerity, excitement, competence, sophistication and ruggedness (Polyorat, 2011).

The second section of the diagram represents the view on creating brand associations through brand benefits. The functional benefits of a product represent practical, tangible features that a brand has congruent to or over its competitors. Experiential benefits refer to consumer encounters that may be related to the product, place, price and promotion. Finally, symbolic benefits represent the feelings or deeper meaning that a brand conveys to the individual or the community, offering emotional advantage or disadvantage to the end user (Keller, 2013).

The third section of the diagram represents that brand associations are also constructed through brand attitudes. As previously discussed in section 2.3.4, brand attitudes describe favourable or unfavourable feelings that a consumer has towards a brand.



Source: Keller (1998)

Figure 3: Brand association constructs

From the constructs represented above, consumers can make their own brand associations through their own experiences, through word of mouth and more prevalent now, through social media (Roux & Maree, 2016). Researchers, such as Collins and Loftus (1975); Ratcliff and Mckoon (1988), developed the associative network model which views semantic memory or knowledge as consisting of a set of nodes and links (Schmitt, 2012). The mentioned model also related to the human associative memory theory which assumes that brand stimuli are stored in the consumers' memory nodes as unique distinctive characteristics which are channelled together to develop a convoluted associative network for the brand (French & Smith, 2013). In the CBBE model brand attitudes and brand associations can either build or dilute brand equity (Keller, 2003). Contrary to the discussions mentioned above, it is important for brand managers to note brand attributes as they could be influential elements for consumers to make decisions, thus brand managers should focus on positioning strategies that will inform association influencers to be in line with the brand image objectives.

2.3.6 Positive brand extension perception

Branding has become prominent for many large companies. Market trends change, consumer trends are also constantly evolving. Companies therefore need to find innovative and cost-

effective ways to reach existing consumers, new consumers and aspiring consumers (Brannstorm & Staffansson, 2013). Companies have thus utilised the strategy of brand extension. Lozanova states that research shows that only one out of four new products survive after the second year (Lozanova, 2016). Past research has also shown that 70-89% of new products fail in the market (Ernst & Young 1999; Marketing, 2003). It is which brand extensions have been successful and why they have been successful.

Positive brand extension perceptions are influenced by:

Perceived fit

Marketing practitioners consider perceived fit as a key component when implementing brand extensions strategies (Chung & Kim, 2014). Aaker and Keller (1990) describe perceived fit as the extent to which a consumer perceives the new product/ brand extension to be relevant and in line with the parent brand (Aaker & Keller, 1990). The concept is determined by whether there will be a transfer of trust from the parent brand to the brand extension; this will further affect a transfer of associations, core benefits and attributes of the brand (Ghorbani & Madani, 2012). Afzal refers to further advances as perceived fit through the terminology of perceived similarity (Afzal, 2013). There are three core dimensions relating to perceived fit which have been identified by researchers 1. Whether the brand extension is transferable to the parent brand 2. whether the brand extension is complementary to the parent brand 3. Whether the brand extension serves as a substitute of the parent brand. Whilst many practitioners agree that the parent brand and the brand extension need be congruent to one another, most recent research by Kang (2015) states that consumer needs are constantly changing and the parent brand concept may not fit directly with these consumer needs, thereby propelling brands to extend their range beyond parent brand specifications (Kang, 2015). He continues to say that whilst some consumers evaluate brand extension cognitively, a percentage evaluate them emotionally therefore allowing brand extensions to be admissible without direct parallelism with the parent brand. Through compatibility perceived fit the parent brand and the brand extension, positive brand extension perceptions are constructed.

Parent brand reputation

A reputation is an element that can be built over time by the company or through consumer perceptions over time. A reputation is influenced by collective consumer experiences, the media and influencers, amongst many other factors (Afzal, 2013). Hoffmann (2015) states that a brand reputation is gradually shaped by images held by a variety of stakeholders,

reputation can be related to price, quality, social responsibility, events, product durability – all associations that are brand related (Hoffmann, 2015). Consumers therefore need to have positive attitudes about a brand through associations – these attitudes thereafter can be transferred to the brand extension, depending on how related or relevant the brand extension is to the consumer and thus create positive perceptions about the brand extension.

Differentiation/Innovation

Product innovation is a tool to achieve competitive advantage. A product is innovative when it appeals to a certain market, is differentiated from the core brand's existing products, attacks or appeals to a current trend (Reguia, 2014). It is important for companies to reduce the risk of the consumers' willingness to try a new product through positive parent brand attitudes that will be transferred to the brand extension. When consumers do not trust the core brand/ parent brand – the product innovation will most likely be unsuccessful due to the consumers' unwillingness to try/ distrust towards the product (Afzal, 2013). In instances where the consumer does try the new product but switches from an existing product to the new product – authors define this occasion as cannibalisation (Madhavi, 2014) According to Kotler and Keller (2009), cannibalisation is the process in which a company's newly launched brand start competing with its own previous brand (Reguia, 2014). This would identify the brand extension as being unsuccessful. Based on the assumptions above, one can note that product differentiation is an important element to consider when creating brand extensions.

2.4 Summary of Chapter 2

The theoretical framework of the congruency theory and the attachment theory firmly lay a foundation to the constructs of brand awareness, parent brand image and brand extension strategy. The theories further justify brand attitudes and brand associations are key fundamental constructs in developing parent brand perceptions which filter to brand extensions. The literature has explored and defined definitions which include brand awareness, parent brand image, brand extensions, brand attitude, brand associations, and positive brand image. The chapter to follow focuses on hypothesis development and the developed hypothesis.

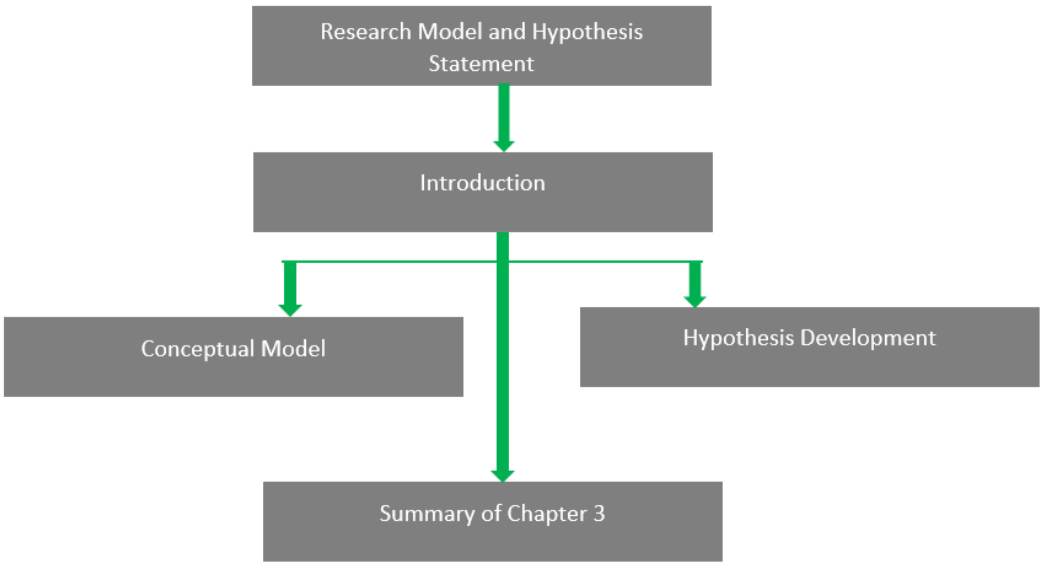


Figure 4: Diagrammatic Representation of Chapter 3

3 CHAPTER 3: RESEARCH MODEL AND HYPOTHESIS STATEMENT

3.1 Introduction

This chapter accounts for how the hypothesis for the study was developed; it also states all the hypothesis that were tested. The hypothesis development and assumptions were after formatting the conceptual model based on the empirical and theoretical reviews in Chapter 2. Ten premises were developed for the hypothesis which are consistent with the research objectives, research questions and the literature review.

The conceptual model is separated into independent and dependent variables predictor. The independent variables consist of brand awareness, parent brand image and brand extension. The dependent variables consist of brand attitudes and brand associations. The outcome represented is positive brand extension perception.

3.2 Conceptual Model

Drawing from the developments, a conceptual model was conceptualised for the study. Each variable was analysed and a hypothesis has been given to be tested. The predictor variables consists of brand awareness, parent brand image and brand extension. The mediator variables consist of brand attitudes and brand associations. Once the predictor and mediator variables have been tested, the outcome of positive brand extension perceptions will be evaluated.

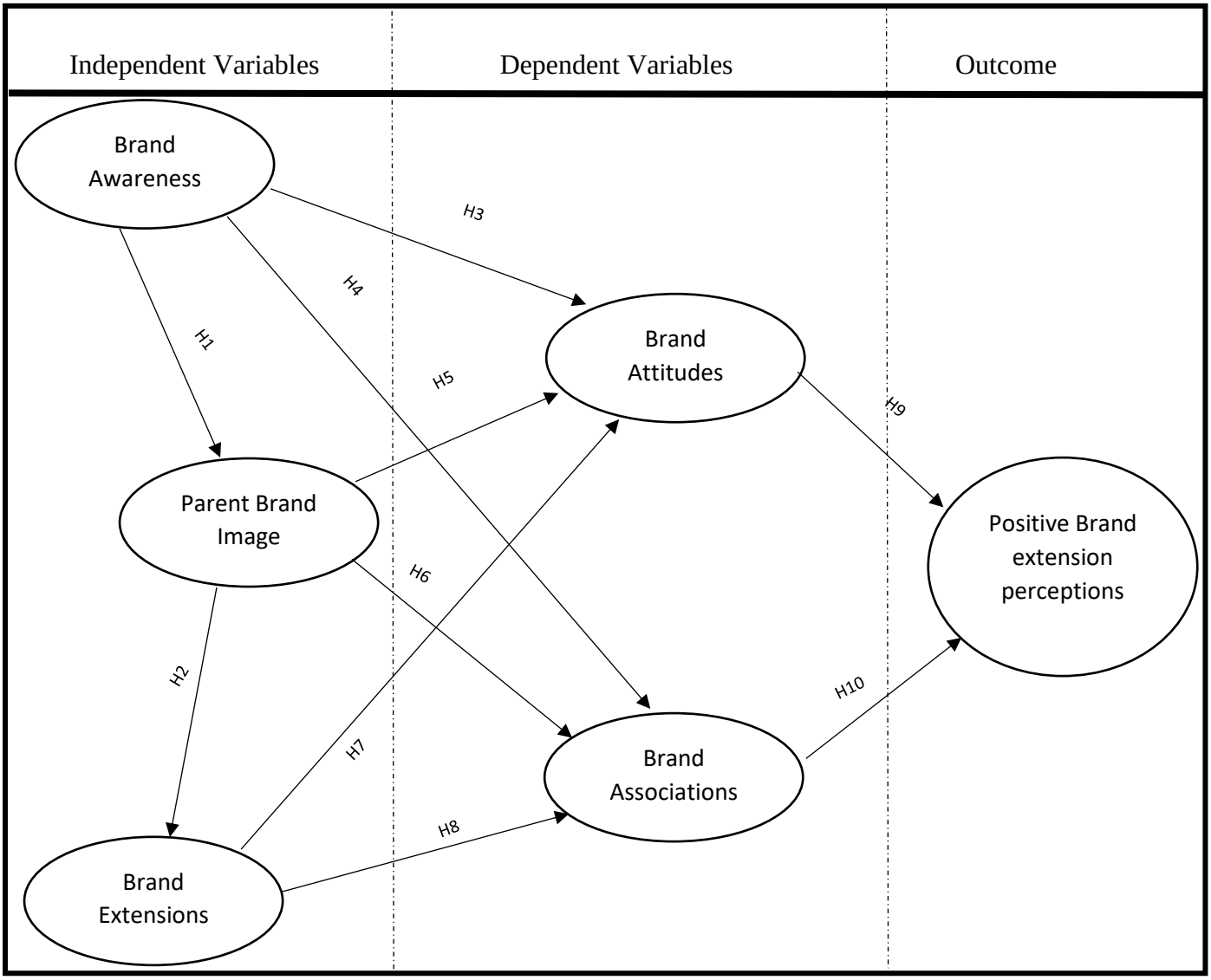


Figure 5: The Conceptual Model

3.3 Hypothesis Development

3.3.1 Brand awareness & Parent Brand Image

Mounting empirical academic evidence demonstrates that brand awareness plays a vital role in the parent brand image being recognised by the consumer. Brand awareness is the ability of the consumer to recall and recognise a brand (Keller, 2013). The parent brand image is how the consumer views the brand, the consumer therefore needs to be aware of the brand prior to a brand image forming. The relation of the variables is justified through the consumer based-brand equity model where brand saliency, also known as brand image is represented in Kellers' model (Keller, 1993; Aker, 1991). In Rizwan and Xian's research, they tested the extent to

which consumers knew about the Starbucks brand (Brand awareness) and the type of perception they had of the brand (brand image) (Rizwan & Xian, 2008). In the study, it was concluded that there are in fact, different levels of awareness, and certain awareness relies on brand cues, e.g. brand name, which are formed through in the brand image. Vyas and Brahmbhatt further support this in their study conducted in India, by revealing that brand awareness is low when there is unaided recall (Vyas & Brahmbhatt, 2016). Much research also states that brand awareness, aided by brand elements which create brand image, is necessary in creating customer-based brand equity (Rizwan & Xian, 2008; Vyas & Brahmbhatt, 2016; Schmit, 2012; Ghobarni, 2011). Ghobarni makes further reference to why brand awareness is important for the parent brand imagery by highlighting that beliefs, feelings or attitudes towards the parent brand will be transferred to the extension and the greater the quality of the original brand or parent brand the greater the positive effect on the extension (Ghobarni, 2011). This in-fact entails that the awareness of the parent brand image is vital in 1. The success of a brand and 2. The initiation or development of the brand extension. Researchers further emphasise that brand awareness is a key component in brand equity; it ensures that potential customers have key knowledge regarding the attributes of a brand (Romanuik, Sharp, Paech & Driesener, 2004). Drawing from the theoretical points and the empirical literature represented in chapter 2, there is a clear link between brand awareness and parent brand image – this has been justified through brand equity measures making links between brand building and consumer perception. This study therefore builds a hypothesis that draws on the awareness and image relationship, as demonstrated in H1, the hypothesis states that brand awareness has a positive impact on the parent brand image.

H1: Brand awareness has a positive impact on the parent brand image

3.3.2 Parent brand image and brand extensions

Brand awareness has been studied in terms of the first brand created by any company, in this case, the parent brand. Through well-established brand awareness, companies use the opportunity to grow their markets using a brand extension strategy (Perera, 2013). Consumers become aware of a brand through a process called identification. Through this process, a consumer identifies the brand and the product classification where the brand fits (Schmitt, 2012). Recent empirical research done by Ghorbani and Madani (2012) references the FMCG McDonalds brand. The McDonald brand is used in Ghorbani and Madani's (2012) study, stating that through the brand awareness of the McDonald brand, the brand extended the name into a coffee shop McCafe (Ghorbani & Madani, 2012). The study aimed to investigate loyalty,

awareness, quality and product fit between the core brand image awareness versus the brand extension. Through this research, the importance of the parent brand, high brand awareness and brand extension fit is noted.

Previous research has also evaluated what effect a brand extension can have on the parent brand. Ghorbani and Madani (2012) conducted another study for home appliances in Iran which demonstrated that the attitude toward the brand extension affects the parent brand image positively. This demonstrates the interrelation between the constructs.

Further researchers advocating for brand extension using an existing brand, mention how using the equity of the parent brand can be a recipe for a successful innovation. A study done in Slovenia demonstrates a positive reaction of the brand extension strategy using the equity of the parent brand. The study further concluded that longevity of the parent brand and differentiation for the brand extension is key (Vukasovic, 2012). Lastly, in Le, Cheng, Lee and Jains' research, they conclude that "consumers find higher brand personality transfer when a direct naming strategy is applied or when the parent brand extends to a high perceived fit product" (Le, Cheng, Lee & Jain, 2012: 602).

Opposing the above literature was well known researchers' statement, hypothesising that brand extensions have a negative influence on the core brand, also referred to as the parent brand (Martinez & Pina, 2003). Further critics conclude that the brand extension affects the parent brand negatively depending on product fit, they further state that the quality perception of the brand extension needs to be higher than that of the parent brand (Arslan & Altuna, 2010). This particular research focuses on the brand extension being an independent variable Assumptions from the empirical research take the positive notion, hypothesising that the parent brand image has a positive effect on the brand extension, which justifies leveraging on parent brand key attributes.

H2: Parent brand image has a positive impact on brand extensions

3.3.3 Brand awareness and brand attitudes

There is a direct link between brand awareness and brand attitudes, the link between the two is driven by brand attitudes. Zhang states that "brand image is a key driver of brand equity, which refers to the consumers' general perception and feeling about a brand and has an influence on consumer behaviour" (Zhang, 2015:58).This therefore does not exist without some form of awareness; Schmitt (2012) supports this statement by exploring multi-sensory perceptions, stating that brands provide various stimuli to the consumer through "sight, sound, touch and

taste"; he continues to say that even though brands can try and shape attitudes through messages processed via billboards, television and print, consumers can use interpret the message in a different manner (Schmitt, 2012). A number of studies look at awareness and consumer attitudes with a link to purchase intention, proving that the two are interrelated constructs (Wu & Lo, 2009; Wu & Lo, 2015; Zhang 2015). Other studies have also looked at brand image and consumer attitudes in relation to customer satisfaction and consumer-based brand equity (Bivainiene & Sliburyte, 2008; Chien-Hsuing, 2011).

From the relations mentioned above, brands are initial drivers to providing cues to the consumers; this can also be referred to as encoding, the consumers then read these cues or messages from the brand and make their own interpretation by decoding. These interpretations are then formed into brand attitudes. There is a direct link between brand awareness which are cues controlled by the brand but informed by the consumer; these cues then allow consumers to form an opinion about the brand, this then relates back to brand attitudes. If the cues are placed in a manner that is favourable for the brand, the consumer then forms positive attitudes about the brand therefore, brand awareness has a positive impact on brand attitudes.

H3: Brand awareness has a positive impact on brand attitudes

3.3.4 Brand Awareness and Brand Associations

It is essential to note the important impact that brand awareness has on brand association. Aaker (1991) elucidates that brand image could be a set of associations which are significant to the consumers (Aaker, 1991). Brand awareness is created by on-going visibility (Severi & Ling, 2013). Schmitt (2012) posits that, "brand awareness is an important memory-based categorization task in which recalls a specific brand name when presented with the category" (Schmitt, 2012:9). Therefore, the concept of recall and recognition become an integral basis to establish brand awareness. These elements or subtle variables can be created through brand associations (Severi & Ling, 2013). The concept of brand awareness and the concept of brand association are integral elements of brand knowledge. Researchers have further examined how consumers ascribe information store brand knowledge as abstract and stale brand association in semantic memory (Wallpach & Kreuzer,2012). Both components, awareness and associations, are linked with associative models of memory in the field of consumer psychology.

The study of brand awareness and brand associations are both linked to brand knowledge, a subsidiary of brand equity. Keller states that brand awareness is related to the strength of the

trace in memory, this is evident through the consumers ability to recognise the brand in various environments (Keller, 2013). To create brand awareness, marketers need to have a brand image. In Perera and Dissanayake's study, the authors make a link between brand awareness, brand association and perceived quality as key drivers of a consumers' purchasing decision (Perera & Dissanayake, 2013). In recent research, Pather (2017) elaborates that "association networks make up a brand's image, the brand identity, its uniqueness and value to the customer" (Pather, 2017). Drawing from the foregoing discussion, this study therefore proposes that brand awareness and brand associations are key constructs of brand knowledge, both constructs need to toil congruently to have a stable establishment in the consumers' mind. The one construct can-not exist without the other, with awareness being a key primary measure and association unable to exist independently of recall and recognition, therefore the hypothesis stands as brand awareness having a positive impact on brand associations.

H4: Brand awareness has a positive impact on brand associations

3.3.5 Parent brand image and brand attitudes

It is of significance to assess the nexus that exists between parent brand image and brand attitudes. Brand attitude is one of the strongest ways to establish the relationship between consumers and a brand (Anwar et al., 2011). Aaker and Keller emphasise the relationship between perceived quality, the parent brand image and how these influence the attitude towards the brand extensions (Aaker & Keller, 1990). Researchers have further emphasized the importance of encouraging a favourable brand image for its' core (Martinez & Chernatony, 2008). A favourable image is composed of the way the consumer feels about a brand, hence reference to consumer attitudes about a brand. Based on associations, authors state that brand image and brand extensions are interlinked to how the consumer feels about the parent brand, and then later on, the brand extension (Ghordani & Madani, 2012).

Established authors have defined brand image as recognisable associations about the brand made by consumers, consumers then derive an attitude/ perception based on brand associations (Hseih, Pan & Setiono, 2004). Brand Management academics argue that there are multi-dimensional and interrelated concepts within brand associations, namely brand image, perceived quality and brand attitude (Martinez, 2017; Le & Cheng et al., 2012). Concluding from the elucidations aforementioned, one can see that there is a relationship between the parent brand image and brand attitudes. When consumers have favourable attitudes towards the parent brand image, brand managers are advised to leverage that advantage.

H5: The parent brand image has a positive impact on brand attitudes

3.3.6 Parent brand image and brand association

Many authors have discussed parent brand image and brand association. In this study, it is vital that the researcher examine the two congruent variables. For a brand extension to be successful or favourable in the consumers' mind, it needs to have a good perceived fit in the consumers' mind (Perera, 2013). The fit or congruency of the parent brand image and the brand extension is built through the associations or links that the consumer has between the parent brand and the brand extension (Ghorbani & Madani, 2012). Mirzai (2016) relates brand image to the way in which a consumer perceives a brand or product, he later goes on to say that brand image can be broken down into types of brand associations, favourability of brand associations, strength of brand association and uniqueness of brand association, these brand associations are components of building brand image and influence or building consumer attitudes (Mirzai, 2016). Consumer attitudes are developed over time through experiences, once these are learned the consumers behaviour is influenced (Le Roux & Maree, 2016). Deducing from the aforementioned, the parent brand image requires attaining positive and favourable attitudes in order to leverage brand equity in the new products.

H6: The parent brand image has a positive impact brand association

3.3.7 Brand extensions and brand attitudes

When brand managers consider brand extensions, they also consider how the strategy will be received by consumers. Many researchers have evaluated how brand extensions are accepted by consumers (Hameed et al., 2014). When relating the two brand extensions and brand attitudes, these two concepts are linked to the study of perceived fit. Perceived fit is evaluated by the consumers' perception of the association between the brand extension and the parent brand image (Chung, 2014). This association is influenced by the consumers' primary attitude about the parent brand, which is then transferred to the extension based on the new product, new attributes and new benefits of the extension. Ghorbani and Madan (2012) refer to perceived fit and how consumers are under the impression that brand extensions to unassociated categories cannot be seen as reliable because the trust and functionality of the brand cannot be transferred (Ghorbani & Madani, 2012). Though researchers probe that there needs to be a link between the parent brand and the brand extension in order for consumers to patently have favourable attitudes towards the new item, other researchers disagree. In Kang's (2015) research, he opted for the conclusion that successful brand extensions are not always

compatible with the parent brand, this however does not mean that the brand extension will be a failure. Kang further iterated that the extension brand can succeed in markets if the parent brand's image and the consumers' self-image have a link towards one another (Kang, 2015). In light of the above, this study posits that the success of a brand extension is influenced by consumers' attitudes toward the existing brand, thus brand managers must assert the transfer of positive attitudes. This must be asserted beginning with the parent brand and ending with the brand extension.

H7: Brand extensions have a positive impact on brand attitudes

3.3.8 Brand extensions and brand associations

Brand extensions can be identified as indicators of brand association. Once a brand extension strategy is implemented, consumers' make new associations with the overall brand (Moons & Pelsmacker, 2000). A brand extension, whether horizontal or vertical, will have different characteristics and attributes, therefore creating new associations. Brand extension are developed for different objectives, namely, to increase penetration of current markets or to attract new segments to the brand (Keller, 2013). Although the brand extension can have new associations, it is important to note that association from the parent brand needs to be transferred to the brand extension, based on how well the extension and the parent brand fit or are compatible with one another (Le Roux & Maree, 2016). Brand extensions have also been identified to have a negative impact on the parent brand, this being established by newly formed associations that are linked from the brand extension to the parent brand (Martinez & Pina, 2003). Once the brand extension forms its own associations, these new links will also impact the parent brand image. Deducing from the aforementioned discussion, it can be proposed that brand extensions, once launched, form new associations for the product and for the parent brand. The brand extension should also possess associations from the parent brand. From a perspective of assuming that the brand extension is successful, a hypothesis has been built positing that brand extensions have a positive impact on brand associations, both for the newly formed product, and for the parent brand image.

H8: Brand extensions have a positive impact on brand associations

3.3.9 Brand Attitudes and positive brand extensions perceptions

Brand attitude can be identified as a contributing factor to the concept of achieving positive brand extension perceptions. It is important to build positive consumer attitudes towards a brand. Attitudes and perceptions are terms that are closely linked concepts. Attitudes describe

how consumers feel towards a brand, and perception describes what consumers think of a brand. When developing attitudes, marketers need to understand the concept of value. Wang (2015) states that value is a representative of consumers' purchasing intent (Wang, 2015). Brands are continuously trying to build a brand image that will influence consumer attitudes in a positive way, once consumers have favourable attitudes, when a brand uses a brand extension strategy, the favourable attitudes aid in encouraging consumers to accept the brand extension and therefore having a positive perception towards the brand extension (Alavinasab, Soltani, & Alimohammadi, 2017). Afzal (2013) states that brand extension failures occur when consumers have a negative attitude towards the parent brand. When it comes to brand extensions and attitudes, research has developed the concept of consumer innovativeness. Consumer innovativeness is the extent and willingness of consumers to try new products (Selvanayagam, Evangeline & Ragel, 2015). In many instances, consumer innovativeness relies on an established brand, the parent brand, this is due to the fact that an established brand reduces the risk associated with purchasing a new product because characteristics are transferred from the existing brand to the brand extension (Le et al., 2012). Concluding from the mentioned information, it is established that attitudes form a base foundation for consumer decisions. Favourable attitudes therefore need to be transferred from the parent brand to the brand extension, these favourable attitudes will aid in shaping consumer perceptions towards the brand. The process thus needs to work vice versa, once the brand extension has been formed, the intention is for the consumer to have favourable attitudes about the new product as well, this thus helps further build the brand equity of the parent brand (Glynn & Brodie, 1998; Martinez & Pina, 2003). It can be hypothesised that brand attitudes have a positive impact on brand extension perception.

H9: Brand attitudes have a positive impact on brand extension perception

3.3.10 Brand associations and positive brand extension perception

It is imperative to consider the importance between brand association and the success of a brand extension. Brand associations are a contributing factor to building successful brands; this is because strong, favourable and unique brand associations are an essential source to brand equity which drives consumer behaviour (Leone et al., 2011). Lazanova (2016) states that brand association influence the consumer buying process, in effect, they influence the purchase decision which later can be transformed into brand attachment, she goes on to (Lozanova, 2016). Transferability of brand associations depends on product fit, although other research speculates that associations can be transferred not only through product fit but when the parent

brand and the brand extension have high similarity – the two might not exist in the same category, but if there is high similarity then the associations can be transferred (Kang, 2015). Once brand associations are linked to the brand extension, the perceived risk is reduced (Taskin, Emel, Ozturk & Petricli, 2016). Although associations can be transferred from the core brand to the brand extension, the brand extension also forms its own associations based on the position and target market for the brand extension (Le Roux & Maree, 2016). Gathering from the assumptions discussed, brand associations and their relevance in the market and to the consumer, aid in establishing positive brand extension perceptions. It is also important to evaluate association fit between the brand extension and the core brand – the more related the category of the extension to the associations of the core brand, the more the likelihood of consumer acceptance and positive perception of the brand due to low perceived risk of trying a new product. It can therefore be hypothesised that brand associations have a positive impact on positive brand extension perceptions.

H10: Brand associations have a positive impact on brand extension perceptions

3.4 Summary of Chapter 3

Chapter 3 presented the conceptual model of the study which visually displayed the variables and the extent to which they relate to one another. Previous research has been examined and from their conclusions, hypotheses were developed using the predictor, the mediator and the outcome variable. In its' totality, the chapter assists in fulfilling the empirical objectives of the research which is to leverage on the parent brand image to build brand extensions.

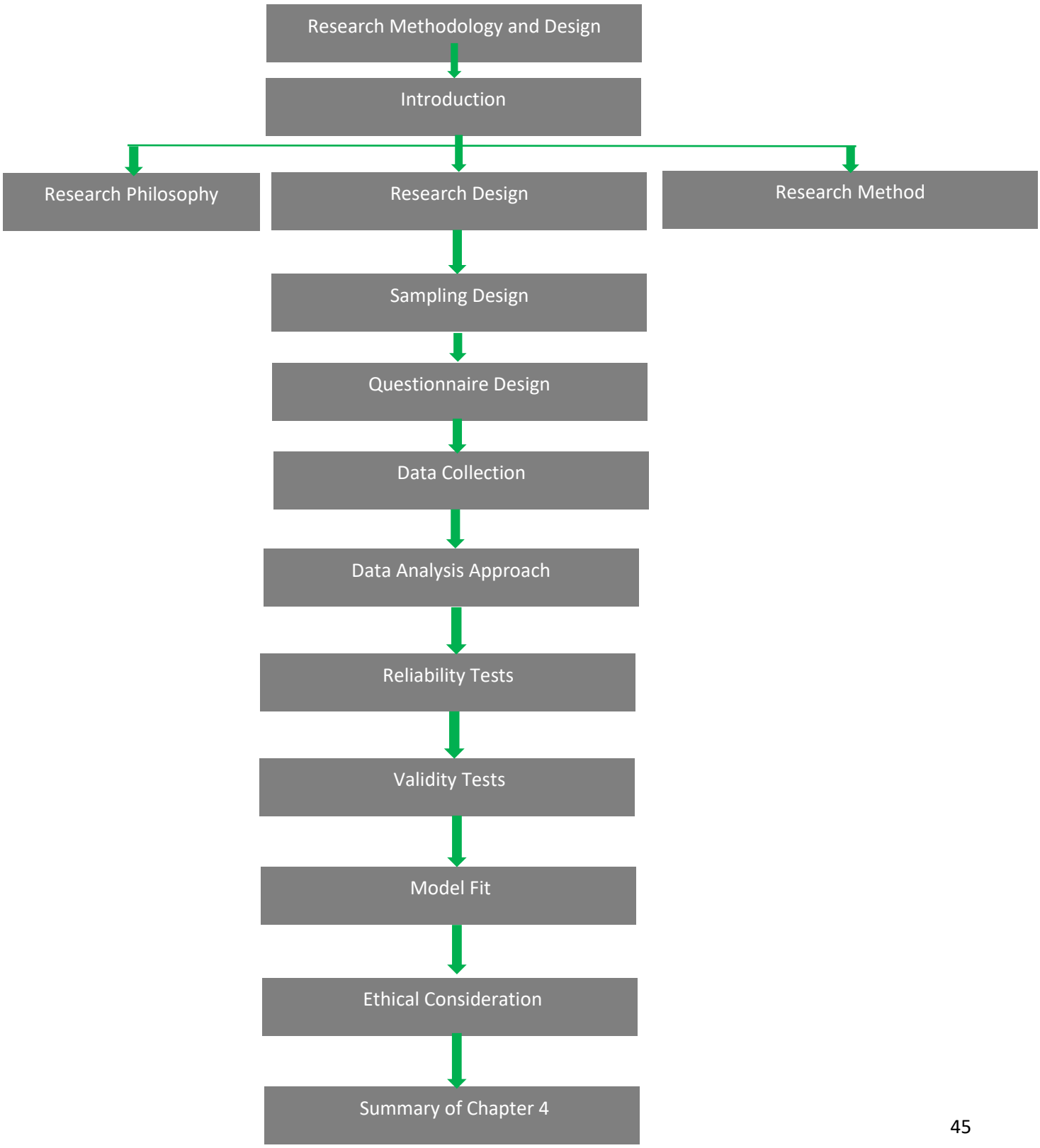

Research Methodology and Design
Introduction
Research Philosophy
Research Design
Research Method
Sampling Design
Questionnaire Design
Data Collection
Data Analysis Approach
Reliability Tests
Validity Tests
Model Fit
Ethical Consideration
Summary of Chapter 4

Figure 6: Diagrammatic Representation of Chapter 4

4 CHAPTER 4: RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

This chapter discusses the research methodology and design application adopted for the study. Research methodology has been developed over years and represents a systematic procedure of collecting information, it is further guided by a philosophical approach which consists of techniques and procedures for collecting, analysing and concluding data collected. The research methodology selected needs to be suitable to address the research in question in order for the researcher to draw effective conclusions and make solid, practical recommendations. Chapter 4 outlines the research philosophy, quantitative approach, sample design, data collection and analysis, reliability and validity testing, model fit and ethical considerations.

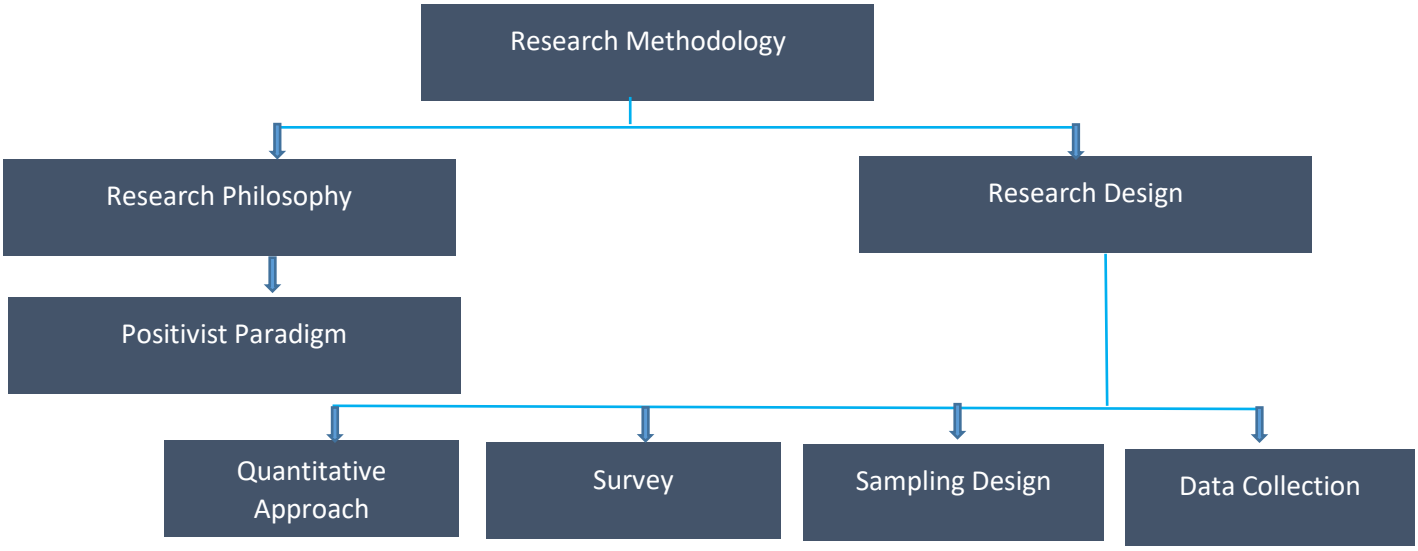


Figure 7: A Graphical Representation of the Methodology of the study

4.2 Research Philosophy

Research philosophy exists from the paradigm that a set of rules and procedures are followed in order to develop an outcome which evaluates intellect claims, furthermore it stipulates that there are techniques used to collect and analyse data (Kivunja & Kuyini, 2017). There are a number of approaches from which the researcher can choose, these are also influenced by how the researcher views the world, philosophical options provided in research methodology assist in guiding the researcher to select research strategies and techniques suitable for their study.

Research philosophy categorises research into epistemology, ontology, anxiology, and doxology as well as the quantitative and qualitative research methods (Ates, 2008). The research philosophy that the researcher adopts contains a perspective on how they view the world.

4.2.1 Ontology

Ontology can be defined as the inception of all research, the image of social reality upon which a theory can be based (Bryman, 2012). Based on the thought that all researchers have personal thoughts and beliefs towards a particular topic, ontology assumes that the beliefs, sentiments and the relationship that the researcher has with a subject matter will influence the research method that the researcher selects. The researcher will only have a one-sided view of the subject which may affect the research with biased conclusions. Ontology can be distinguished into two forms, objectivism and constructivism. Objectivist ontology implies that a situation or activity that has happened prior the affected people hearing or knowing about it, means that the parties involved have no choice but to accept the outcome of the situation (Eriksson & Kovalainen, 2008). The constructivist ontology argumentatively denotes that social occurrences and their meaning are frequently being innovated and re-established (Bryman, 2012). The study conducted has opted for an objective ontological perspective on the basis that the study is focused on facts and causalities. Further to these, procedures in reliability and validity have been followed, processes of eliminating incomplete data has been implemented through screening, and lastly, concepts were tested and conclusions drawn from a large sample.

4.2.2 Epistemology

Epistemology is a research ideology embedded in the assumptions relating to the most appropriate way of investigating the nature of reality in the world (Easterby-Smith, Thorpe & Lowe, 2002). The term was derived from Greek origins and mean ‘knowledge’ (Kivunja & Kuyini, 2017). The researchers further describe epistemology as the process of getting to know something which in effect becomes our truth and reality (Kivunja & Kuyini, 2017). It can be research which is deemed to be acceptable in the specific field of study, based on the acquired knowledge of the researcher. A subject can be investigated without it, being influenced by the researcher, as ontology, epistemology can also be subjective or objective. Epistemology seeks to truly differentiate between what is true and false, using the respective field of study (Erikson & Kovalainen, 2008). According to Ates (2008), there are four foundational epistemologies which exist in social sciences. These include positivism, interpretivism, realism and action research.

Positivism adopts a qualitative approach to research where hypotheses are formulated to guide the research; the positivism epistemology advocates the use of natural science methods in social science studies ensuring that causal relationships between variables are measured (Kivunja & Kuyini, 2017). The positivism paradigm therefore requires a large sample to ensure verification and objectivity.

Interpretivism, also known as post-positivism, the paradigm posits that human actions can be interpreted (Bryman, 2012). The interpretivism position depends on the interpretation of human intervention with the purpose of developing ideographic knowledge based on experiences. Interpretation occurs by means of observation in an unstructured conversation with limited or a small number of participants. The interpretivism paradigm is also known as constructivism paradigm due to it's nature of understanding, interpreting and then concluding on the subjects being studied (Kivunja & Kuyini, 2017). This therefore makes the paradigm subjective due to it's interpretation being highly dependent on the researcher (Morgan, 2007).

Realism, formally known as critical realism, emerging in the 1960's, assumes that transformation or modification can only occur if the original body that formed the concept and constructs are known and influenced. This paradigm is rooted in addressing social justice issues which are based in historical realism (Kivunja & Kuyini, 2017). This position is usually best suited for exploratory research which is usually semi-structured with a lot of probing from the researcher (Easterby-Smith et al., 2002). Some of the characteristics of this paradigm have been defined as the dynamism of power relations within a social structure, an evaluation of conditions and individuals within a social position.

Action research exists in order to pinpoint problems and to advise on practical solutions. Critics of positivism, interpretivism and realism argue that it is not possible to evaluate the truth solely by scientific methods; it is not possible to evaluate social reality solely through interpretivism (Biesta, 2010; Alise & Teddlie, 2010). These philosophers take a position that states that a combination of methodologies can be used in research, this view is termed the pragmatic paradigm. The pragmatic paradigm takes a relational epistemology position which emphasises that relationships in research are best determined by what the researcher deems appropriate to that particular study (Kivunja & Kuyini, 2017). It also takes a non-singular reality ontology which emphasises that there is more than one reality. Through these positions, paradigms cannot be used in isolation from one another.

Further to the paradigms discussed in this section, the study follow a positivist epistemology based on the characteristics defined.

4.2.3 Positivist Paradigm

The positivist paradigm is an orientation that focuses on the approach of natural science procedures. This would be done in accordance with the study of social reality (Bryman, 2012). This paradigm was developed by philosopher August Comte who believed that observation and reason was the best way of examining and understanding human behaviour. Applying an ontological view, positivism means that independent, measurable variables are measured objectively and are quantified to form an overall perspective (Ates, 2008). The overall objective of positivism is to exhibit veracity and present it by empirical means, in other words, quantitative methods such as experiments and survey designs where data can be analysed through statistical means. The positivist paradigm applied in this study further indicates that it is feasible to formulate models that are generalised, these models are justified through the cause and effect relationship between the independent and dependent variables.

4.2.4 Justification: why a philosophical underpinning is important for a study

The philosophical ideology that the researcher posits informs the research method chosen. In a situation where the research methodology does not fit with the research problem, the results of the study are questionable. A philosophical underpinning therefore assists in avoiding these outcomes by asking questions that will address which research methodology is the most appropriate. Considering discussions in this chapter, this study employed an objective ontology in line with a positivist paradigm. The research methodology chosen thus was quantitative in nature and was conducted by means of a survey. Further to this, a large sample size was used.

4.3 Research Design

Research design is a thorough plan used to outline the methods and procedures that are followed when collecting and analysing information (Bryman, 2012). The research plan includes the type of research approach to be followed, the sampling process and the data analysis. All the mentioned factors have an influence on the validity of the study. In order to draw constructive conclusions, the methodology in research design needs to be suitable for the study in question (Krommenhoek & Galpin, 2013). The purpose of research design is to ensure that accurate information is obtained, information is usable, interpretable and objective. Research design should therefore answer the below questions:

- How will data be collected?
- What data collection instrument will be used?
- How will the collection instrument be utilised?
- How will the data be analysed?

4.3.1 Research Methods

Research methods or techniques are systematic techniques used to assist in the data collection process, these methods outline the type of information to be interpreted and how it will be interpreted (Easterby-Smith et al., 2002). There are three methods that have been identified in social science research, these comprise of qualitative, quantitative and mixed or eclectic research methods.

Qualitative methods: Qualitative methods have an exploratory focus, meaning that the main purpose of using the method is to discover new insights, trends or opinions (Bryman, 2012). They usually involve a small number of respondents and are meant to be semi-structured in nature. These methods take the form of focus groups or individual interviews (Neuman, 2014)

Quantitative methods: Quantitative methods as the name posits, is a method that is focused on quantifying information through gaining a collection of numerical data in order to prove attitudes, behaviours, opinions or other variables. The method is focused on using measurable data to substantiate or refute hypotheses (Bryman, 2012; Neuman, 2014; Hair, Hult, Ringle & Sarstedt, 2013).

Eclectic methods: the term eclectic is derived from terms such as broad, interdisciplinary and diverse, in essence, the term was developed as a critique to one-sided research methodology. Eclectic methods use a combination of qualitative and qualitative methods based on the research study, it can therefore be used across research instruments.

As previously established, the study conducted followed a quantitative research approach. Justifications is explained in the point to follow.

4.4 Quantitative research approach

A quantitative method includes variables such as respondents, figures and quantities (Babbie, 2013). A qualitative method leaves room for interpretation, open questions are usually asked where respondents can express themselves. It also can be used to establish relationship variables (Bryman, 2012). A qualitative method can only accommodate a low number of respondents whilst a quantitative can be more dynamic. It can be said that the qualitative

approach is non-statistical or non-quantifiable. A research design assists in the methodology used to collect and analyse information (Hair et al., 2013). The research conducted implemented a quantitative approach, based on the premise that it is statistical and allowed for many respondents, therefore providing detailed and accurate analysis about the brand groups in question.

4.4.1 Advantages and disadvantages of quantitative methods

Advantages

- Large sample: size make conclusion generalisable for a population
- Statistical method: results in reliability
- Ease of recording questions and answers
- Standardised comparison
- Data analysis is less time consuming

Disadvantages

- Difficulty in developing accurate survey instruments
- Potential for a low response rate
- Difficulty in interpreting whether respondents are responding truthfully
- Fails to examine deeper underlying explanations

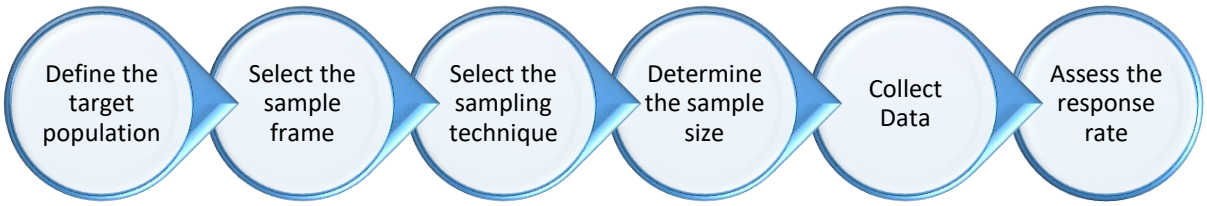
4.4.2 Justification of chosen methodology

In line with the study in question, quantitative methods were selected as the research methodology which met the research objectives and provided recommendations to the research problem. The study investigated the relationship between predictor, mediator and the outcome variable therefore determining the causal relationship between variables. Quantitative methodologies allowed the owner of the research to analyse data with the aim of validating or rejecting the relationship between the predictor, mediator and outcome variables.

4.5 Sampling Design

Sampling design is a systematic procedure of who and where the respondents will be drawn from. Sampling design looks at aspects like clearly giving an explaination of the target population, selecting the sample frame, choosing a sampling technique, determining the sample size, collecting the data and assessing the response rate (Taherdoost, 2016). Figure12 illustrates the mentioned aspects systematically. Sampling design has been identified to have two key elements, the first being sampling method, which are the guidelines and procedure whereby

the population is segmented into a sample. The second is the estimator, which is an estimation used to calculate sample statistics



Source: (Taherdoost, (2016)

Figure 8: Steps in the sampling process

4.5.1 Sampling Design Process

Researchers cannot collect data from every member of the population, there are a number of constraints which include funds and sufficient time to cover large populations (Krommenhoek & Gaplin, 2013). The research under study follows a positivist paradigm therefore justifying why a sample size from the larger population can be used to draw conclusions and recommendations. There are two main types of sample designs used in research, namely probability and non-probability sampling (Zeeman, 2013). Probability sampling means that every individual has an equal chance of participating in the research and non-probability sampling means the exact opposite, the sample has not been chosen by means of random selection (Neuman, 2014). Table 2 describes the different types of probability and non-probability sampling techniques.

Table 2: Probability and Non-probability sampling techniques

Probability Sampling		Non Probability Sampling	
Respondents have an equal chance of being selected		**Respondents are pre-selected based on the needs of the research study**	
Simple Random Sampling	The most essential of random sampling, implying that there is an equivalent chance of respondents being chosen for research purposes	**Convenience Sampling**	**Selecting participants that are readily and easily available**
Stratified Sampling	The populace is isolated into sub-gatherings or sections, from each portion an irregular example is picked	Judgement Sampling	Participants are selected deliberately as they pose higher chances of helping to deliver the desired research objectives
Systematic Sampling	Selecting a random sample systematically i.e. every 5th person will be selected	Quota Sampling	Respondents are selected on the basis of predetermined characteristics that will be representative of the population at large
Cluster Sampling	The entire populace is separated into smaller groups, from these groups an arbitrary example is chosen for research purposes	Snowball Sampling	Using a few participants to help attract other relevant participants in effect, making the sample size bigger

For the purpose of this study, convenience sampling which is a non-probability sampling technique, has been used since the target population was selected due to them being easily accessible to the researcher.

4.5.2 Target Population

A target population is the fragment from which a sample has been chosen, representative of the area of study, as well as designated specifications (Bryman & Bell, 2011). Churchill (2005) also describes a target population as the group of individuals from which the researcher seeks to draw information (Neuman, 2014). The target population for this study was restricted to consumers in the Johannesburg Metropolitan area, particularly, the Johannesburg South/west area. The study was also restricted to participants over the age of 18 years.

4.5.3 Sample Frame

Once the target population has been defined, it is crucial for researchers to establish the sample frame. The sample frame for the study consisted of consumers who shop at Southgate and Maponya Mall. The selected malls are classified in terms of South Africa's rising middle-class which has more than trebled over the past 12 years.

4.5.4 Justification for the use of sample

Neuman (2014) defines sample size as the number of individuals represented in the sample (Neuman, 2014). A sample size consists of the number of elements to be included in the research study (Malhotra, 2010). The larger the sample size, the more representative it is of that population. Table 3 outlines the work of previous scholars who have investigated brands in South Africa as well as the size of their sample sizes.

Table 3: Determining the sample size

Authors' surname and initials	Year	Title	Sample size
Hariri, M & Vazifehdust, H.	2010	How does brand extension affect brand image?	391
Kang, M.	2015	The Effect of the Parent Brand's Concept, the Extension Product's Concept and Congruity between Parent Brand's Image and Consumers' Self-Image on Attitude toward the Extension Brand	206
Sajjad, F, Rasheed, I, Ibrahim, M & Iqbal S.	2015	Impact of Brand Extension and Brand Image on Brand Equity	150
Chen, T, Yeh, T & Jheng, W.	2013	Factors Influencing Brand Association	439
Bashala, W.	2015	The Brand Extension of Pick N Pay Supermarket into Pick N Pay Clothing	100

Therefore, deducing from the above table, the historical evidence approach was used to determine the sample size for this research (Zikmund, Babin, Carr & Griffin, 2010). The sample size of 238 was chosen which is consistent with other studies that have focused on brand awareness and brand attitudes globally. The sample also considered time constraints and the duration an individual participant would take to complete the questionnaire.

4.6 Questionnaire Design

The survey approach was used for this study. A questionnaire is a form of survey and is a very traditional approach to employ when conducting research. Surveys are more commonly appropriate in describing reality through non-experimental descriptive research designs and this approach is often used as an instrument to collect data on attitudes and behaviour (Mathers, Fox, & Hunn, 2007). A questionnaire is defined as a set of questions that are used to collect specific data where questions can either be closed-ended or open-ended and can be administered online, face-to-face, telephonically or by self-completion (Mathers, Fox, & Hunn, 2007).

For this study, a self-administered questionnaire designed in an ethical manner was used. The questionnaire was structured, based on a five-point Likert scale, using a combination of closed ended questions to get a quick, honest response from the participants. The participant's identity remained anonymous, it was inexpensive, did not consume a lot of time and was sufficient for the study.

4.6.1 Respondents Profile Information

The questionnaire was divided into seven sections. Section A consisted of the general, profile and demographic information of the participants. This included, gender, age within a given range and level of tertiary study. Section B focused on questions relating to the parent brand image. Section C further evaluated the level of brand awareness. Section D consisted of questions evaluating brand extensions. Section E evaluated brand attitudes. Section F evaluated brand association relating to the Clover Tropika brand. Section G then evaluated the overall brand equity of the Clover Tropika brand.

4.6.2 Research Variables measurement instrument, scale and source

Section B measured parent brand image with six items adapted from Joshi and Yadav (2017). Section C measured brand awareness with eight items adapted from Pather (2016). In addition, Section D measured brand extensions with five items adapted from Joshi and Yadav (2017). Furthermore, section E measured brand attitude, utilising scales from Mashwama (2015). Brand association, section F, was measured using a 4-item scale adapted from Lozanova (2016) and Afzal (2013).

4.6.3 Questionnaire distribution and collection method

The self-administered questionnaire was both distributed and collected by means of mall intercepts. According to Lavrakas, (2008) mall intercept is a concept coined from the general nature of shopping malls where consumers can be intercepted at certain locations within the mall. The intercepts usually many readily available persons to sample and from whom to gather data. Therefore, the process involved stopping the shoppers, screening them for appropriateness, and either administering the survey on the spot or inviting them to a research facility located in the mall to complete the interview. Two assistants were used and the researcher provided pens and clipboards for the participants during the data collection process.

4.7 DATA COLLECTION

4.7.1 Data Collection Techniques

The research collection instrument is particularly designed to collect data that is deemed mandatory for analysis. Babbie (2013) states that data collection data can be collected numerically (quantitative) or by means of words or pictures (qualitative) (Babbie, 2013). There are three common methods of data collection relating to quantitative research namely; interviewing, observation and self-completed questionnaires (Bryman, 2012). The study focused on quantitative research, by means of a questionnaire. This technique can also be classified as a survey. A survey refers to asking many respondents to answer chronological questions to measure several variables and test hypotheses (Neuman, 2014). There are different types of self-administered questionnaires, and these include; mail or postal surveys, group administered surveys, as well as email and internet surveys. For this study, a self-administered questionnaire was used.

Although the above focuses on primary research collection method whereby research is collected first hand by the researcher, secondary research sources have also been used. Secondary research was used by means of textbooks, journals and through discipline expert authors and researchers.

4.8 Data Analysis

The data was analysed after it was collected which involved the coding and correction of the data. Data was added to an Excel spread sheet where the answers from the questionnaire were coded and exported to the SPSS software for analysis, model fitting and validity assessment. The data also went through the AMOS software as part of the structural equation modelling approach.

4.8.1 Structural Equation Modelling

SEM is a term used for a large set of statistical techniques which are based on the general linear model (Ullman & Bentler, 2003). Park et al (2010) described SEM as a natural progression of the factor analysis and regression. Kang (2015) describes SEM as a multivariate statistical technique which means that it is a model that is capable of evaluating more than one variable. For this study, it meant that different hypotheses were evaluated simultaneously. A full SEM consists of a measurement model, which relates the variables to the constructs, and a structural model, which relates the constructs to other constructs (Iacobucci, 2010). SEM provides a comprehensive structure for analysing and correcting theoretical models and as such, offers great potential to pursue future theory developments (Anderson & Gerbing, 1988). SEM-based strategies have significant favourable circumstances over traditional techniques such as principal components analysis, factor analysis, discriminant analysis, or multiple regression because of the greater flexibility that a researcher has for the interplay between theory and data (Chin, 1998). Therefore, data analysis through the structural equation modelling was used for this study.

Advantages of SEM

- Simultaneous approximation of multiple regression equations
- Provision for measurement errors
- Allows for the development of unused variables

4.8.2 Data Analysis Approach

The data analysis approach used for the research was statistics based, ensuring that valuable information could be extracted and interpreted from the study. Following data collection, information was populated and coded in an Excel spreadsheet. Descriptive statistical analysis was used to gain an extensive understanding of the attributes indicated for each variable. To determine these attributes, the mean standard deviation factor was applied.

To read the data, the Statistical Package for Social Science (SPSS) was used for descriptive analysis. The Analysis of Moment Structures (AMOS) was also be used to analyse the data, particularly to conduct Confirmatory Factor Analysis (CFA) and path modelling as a measure to confirm the reliability and validity of the data processed. It was also used to determine how well the model was fit for the research under study.

4.8.3 Data processing and analysis

The importance of correct data has been emphasised in multiple disciplinary fields (Trochim, 2000). Correct data is the core of research as it fosters the value of integrity. The data collection instrument is key in data collection excellence, but further to this, consistency checks are important factors when it comes to data processing (Hair et al, 2013). Once the processing has occurred, the data ought to be analysed for key trends and outcomes (Zikmund et al, 2010). Data analysis in social sciences occurs in three stages, namely, data preparation, descriptive statistics and inferential statistics (Zikmund et al, 2010).

Data preparation involves the process of cleaning and sorting the data; this process ensures that the data collected for the study and inserted onto the Excel spreadsheet has been thoroughly screened to ensure that the data meets the minimum standard requirement for analysis (Trochim, 2000). There are minor errors that can occur in data processing due to human error, these errors can thus accumulate and cause discrepancies in the analysis and interpretation of the data collected (Iacobucci, 2010). Incorrect data can be identified through screening and researchers need to ask themselves certain questions to ensure that a full check or audit has been done on the processed data; these questions include have the responses been written clearly; has the respondent answered all basic mandatory questions, has the respondent completed the questionnaire (Kang, 2015).

Descriptive statistics form the basis of all quantitative research data analysis (Iacobucci, 2010). They assist in describing and summarising data in a coherent way. This form of statistics makes use of tables, charts and graphs in order to represent data in a consolidated view. In this study, descriptive statistics was applied to aspects such as:

- Demographics of the respondents
- Ratio of age
- Ratio of gender
- Level of education
- Salary bracket
- Frequency of purchase

Inferential statistics were further used to make conclusions about the data collected, the conclusions were then generalised for the population (Iacobucci, 2010). Although procedure was followed, research always has the possibility of error therefore the disadvantage of inferential statistics lies in accurate data processing. Researchers state that inferential statistics

were formed on the basis of sampling having natural occurrence of error, therefore resulting in sampling not being able to represent the population of study. It is important to have certain guidelines to ensure that the best representative sample has been selected (Brown & Moore, 2013). There are therefore two methods in inferential statistics, these are estimating parameters and hypothesis tests. Estimating parameter is a method used to determine an approximate conclusion, for example, the population mean or standard deviation. Hypothesis tests are also known as significance tests; these tests involve setting a research hypothesis and testing the relationship between variables (Byrne, 2010). The hypothesis test is verified through the sample chosen, which needs to ensure that the research hypothesis extends to more individuals, than those examined in a single study (Byrne, 2010). In other words, if the same study was done with individuals with the same entry requirements in a similar population, the results should be congruent with one another.

4.8.4 Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a technique used to analyse the relations of the observed measures to their posited underlying constructs, with the constructs allowed to inter-correlate freely (Anderson & Gerbing, 1988). CFA is a type of structural equation modelling that deals particularly with measurement models or the relationships between observed measures or indicators and latent variables or factors (Brown & Moore, 2013). Hurley et al. (1997) defined CFA as simply an hypothesis test to accept or reject one or more hypotheses about a population factor structure, based on sample data. In CFA, the number of factors and the pattern of indicator-factor loadings are specified in advance, together with other parameters such as those bearing on the independence or covariance of the factors and indicator unique variances (Brown & Moore, 2013). CFA can be used for a number of purposes, such as psychometric evaluation, the observation of method effects, construct validation, and the assessment of measurement invariance (Brown & Moore, 2013). As such, CFA was carried out for this study.

4.8.5 Path Modelling

Path modelling is an analysis method used to determine the synergy between data collected and the causal model (Byrne, 2010). In other words, to what extent does the data collected coincide with the conceptual model. The path coefficients are determined by standardised regression weights, these are also known as beta coefficients which are estimates that can be quantified through a regression analysis (Gaskin, 2012). The end result of the path coefficients is to quantify the extent of causality in the interlinked variable sets (Byrne, 2010). Path analysis

assists in hypothesis testing and is reliant on the size of the path coefficients which will then either accept or reject the hypothesis proposed. In this method, it is vital for model fit indicators to be substantial, in order to confirm whether or not the data collected fits into the relationship between the predictor, mediator and outcome variables, as indicated in the conceptual model; empirically, whether or not the hypothesis of the study is accepted or rejected is determined by the outcome of SEM.

4.9 Reliability and validity of measurement scales

Reliability assesses the number of times research findings can be repeated over several applications or in the same research study. In other terms, the degree to which the instrument can consistently measure what it was intended to (Teo, 2011). This is usually conducted numerically where the coefficient Cronbach Alpha = 0.6<. These results confirm that the reliability of the research instrument is satisfactory, particularly in social science research (Wilckens, 2010). This study looked at Cronbach's alpha coefficient and composite reliability. The validity processes are used to identify whether or not a measurement instrument has performed the way it was intended to in order to draw accurate conclusions (Budiman & Wijaya, 2014). Gaskin (2012) further extend this by stating that the validity of the constructs, assess how well the research instrument, in this case the questionnaire, captures and measures the construct variables (Gaskin, 2012). Validity therefore, ensures consistency and accuracy in the data collected. Whilst reliability tests whether or not research can be comparable or repetitive, validity focuses on whether or not the questionnaire is tailored appropriately, to answer the questions in order to meet the research objectives (Wilckens, 2010).

4.9.1 Reliability Tests

It is imperative for research studies to undergo reliability tests. For this study, numerical reliability tests were done using three methods, namely, Cronbach alpha's test, the composite reliability test, and the average variance extracted test.

4.9.1.1 Cronbach Alpha Test

Cronbach Alpha was developed by Lee Cronbach in the 1950's. As discussed previously, the test aims to measure the internal consistency of the scale in use, it measures commonality between items with the same or similar constructs and is expressed as a number between 0 – 1 (Krommenhoek & Gaplin, 2013). The overall reliability is done in SPSS before SEM proceeds.

Internal consistency tests are conducted prior to releasing the research undertaken for a larger sample, this ensures that the study will reach the outcomes of validity.

4.9.1.2 Composite reliability

Composite reliability can be described as a process to measure an estimation of the extent that construct indicators share similarity in measurement (Kim, 2012). It makes use of true scores which should reflect constructs that are perfectly reliable and accurately measure the same thing which will result in the coefficient alpha = 1 (Yang & Lai, 2010). In definition, CR represents the sum of true score variance regarding the total scale score variance and is calculated in conjunction with SEM. The minimum recommended threshold for CR is < 0.70 which represents acceptable reliability and internal consistency for the study. The internal reliability for every individual construct was evaluated by using the CR index test. The index test used the following formula which is the composite reliability = (Square of the sum of factor loadings) / {(Square of the sum of factor loadings) + (Sum of error variances)}.

$$(\boldsymbol{CR}): \boldsymbol{CR\eta = (\Sigma\lambda yi)^2 / [(\Sigma\lambda yi)^2 + (\Sigma\mathcal{E}i)]}$$

Equation 1: Average Variance Extracted

Table 4: Methods in reliability Testing

Reliability Test Criteria	Description	Acceptable Threshold	Source
Cronbach's Alpha	Measurement of internal inconsistency of the scale	</= 0.7	Krommenhoek & Gaplin, 2013
Composite Reliability (CR)	Measurement of internal consistency of the measurement model	</= 0.7	Yang & Lai, 2010
Average Variance Extracted (AVE)	Measurement of validity and reliability	</= 0.5	Krommenhoek & Gaplin, 2013

4.9.2 Validity Test

In conjunction to reliability tests, validity tests must be conducted. Validity tests, as described earlier, focus on whether the research instrument has been tailored appropriately to answer the questions that were constructed to meet the research objectives. This section of the paper focused on construct validity which is prominent in social sciences by discussing two approaches, namely convergent and discriminant validity.

4.9.2.1 Convergent validity

Convergent validity is often used in social or behavioural science research, it is known to measure the degree to which two measures of a construct that in theory are should be related, are certainly related (Yang & Lai, 2014). Convergent validity is satisfactory, given that the AVE value of each construct <0.5.

4.9.2.2 Discriminant validity

Discriminant validity measures whether or not concepts or constructs that are unrelated do in fact have no relation (Yang & Lai, 2014). it is assessed using AVE where satisfactory discriminant validity is signified by the AVE for each construct being greater than the squared correlations between the construct as well as all other constructs displayed in the model.

4.10 Model Fit/Acceptability

A model fit criterion reflecting a total of eight indices were used in the study. The table represented below showcases the model fit criteria, it's description, as well as the acceptability levels.

Table 5: Model Fit Acceptability Criteria

Model Fit Criteria	Description	Acceptable Level
Chi-square (χ^2/DF)	A statistical method used to test relationships between categorial variables. In social science research, it can therefore be used to assess the general fit of the conceptual model	χ = 0.05 <3
Goodness Fit Index A(GFI)	The GFI is a method to measure model fit between the hypothesised model and the observed covariance matrix.	χ = 0 >1
Normed Fit Index (NFI)	Evaluates the discrepancy between the Chi Squared value of the hypothesised model and the chi-squared value of the null model. The null model is the worst case scenario as it indicates that all the measured variable are not correlated.	χ = <0.9
Tucker-Lewis Index (TLI)	Also known as the Non-normed fit index, the TLI is an index that uses simpler models.	χ = >0.9
Incremental Fit Index (IFI)	An index comparative in nature and does not use the initial Chi Square but rather takes the approach of comparing the Chi Square value to a base model.	χ = <0.9
Comparative Fit Index (CFI)	an index revised from the NFI, that assumes that all the evaluated variables are unrellated and	χ = />0.9

	compares the covariance matrix with the null model	
Relative Fit Index (RFI)	Takes into account the comparison of the Chi square for the hypothesis model to one from a null or independent base model.	χ = />0.9
Root Mean Square error of approximation (RMSEA)	Measured on the basis of informing how well the model with optimally chosen parameter estimates, would potentially fit the population's covariance matrix	χ = 0.5>0.9

Source: (Barret, 2007; Yuan, 2005; McQuitty 2004; Hooper,Coughlan & Mullen, 2008)

4.11 Ethical Consideration

Ethics can be described as methods, procedures or standard of conduct (Gajjar, 2013). Webster (1988) further elaborates that ethics deal with what is good and bad and with moral duty and obligation. For the purpose of this study, the participating respondents were informed about the foundation for the research. Participants were also assured that all information they provide for the purpose of the study would be kept under the highest level of confidentiality. Participants were also made aware that the data would only be used for academic and research purpose. Information will not be given or sold to any third party. The identity of each respondent is protected and the completed questionnaires are in safe-keeping and will not be distributed to unauthorised personnel. Respondents were not required to insert private information; furthermore, ethics clearance was obtained first from the Human Research Ethics Committee (Non-Medical).

4.12 Summary of Chapter 4

In Chapter four, eight sub headings were discussed. These were made up of the research philosophy, where the different philosophies were explained, and the selected philosophy of the positivist paradigm was justified for the study. The chapter then followed by exploring the research design approaches which constituted of the qualitative, quantitative and eclectic research approaches and quantitative methods were identified as suitable for this study. The fourth section of the chapter examines the sample design of which the sample details were determined to be a convenience sampling method, which would be located at Johannesburg malls. Further to the chapter, the topics of data collection, reliability, validity, model fit and ethical considerations were discussed.

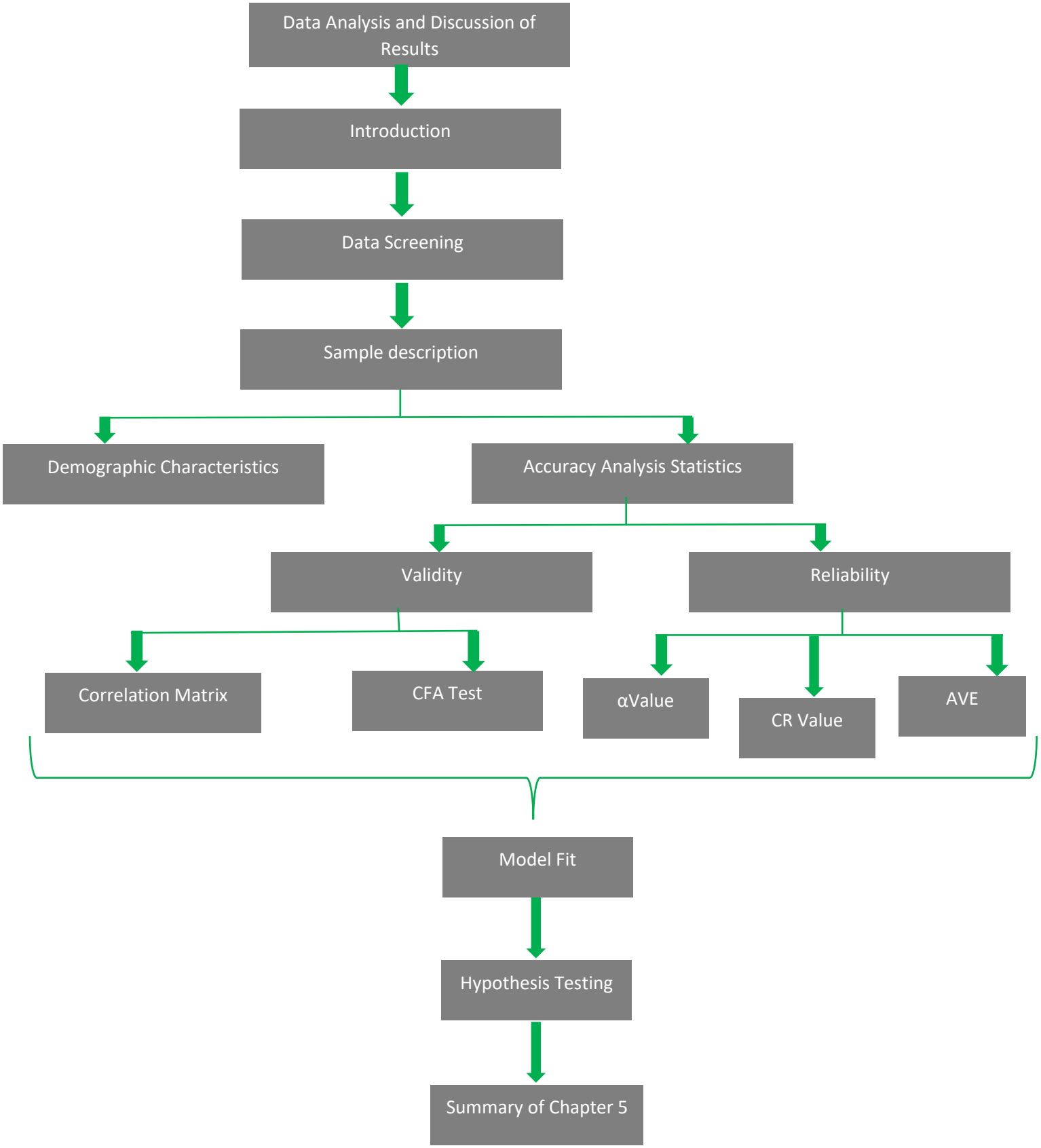


Figure 9: Diagrammatic Representation of Chapter 5

5 CHAPTER 5: DATA ANALYSIS AND DISCUSSION OF RESULTS

5.1 Introduction

In order to reject or approve the proposed hypothesis, it is necessary to analyse all the data captured from the questionnaire. In Chapter 4, the research methodologies and techniques were discussed, these were then applied accordingly to deliver this chapter. Chapter 5 begins by exploring the data screening process, thereafter its purpose is to present and discuss the findings of the investigation. These findings include a detailed view of the statistical data collected using an administered questionnaire. For the purpose of analysis, the Statistical Package for Social Science (SPSS) was utilised. In this chapter, the following are discussed, the descriptive statistics; the reliability of the constructs in the model used to build the questionnaire; Confirmatory Factor Analysis; path modelling, reliability and validity scales for the questionnaire; Average Variance Extracted (AVE). The chapter is then followed by the research models fit where indicators such as the chi-square value, Goodness of fit index, normed fit index and the root mean square error of approximation verify that the model fits the research proposed.

5.2 Data Screening

Following the research process, the data was collected at mall intercepts and there-after, it was captured into an Excel spreadsheet. The data was then screened and cleaned to ensure the accuracy and feasibility of the statistical analysis. Questionnaire specific codes were used to consolidate all information gathered. Using SPSS, data fields were tested for mean and standard deviations, the purpose of following this process was to pick up any human errors during the data capturing phase. Any occurring errors were cleaned to ensure the data set was usable.

5.3 Data Analysis Procedures

The data analysis incorporated a number of statistical methods. To assess the internal consistency of the constructs under research, the coefficient alpha and adjusted item-to-total were used. To analyse the data, SPSS was used. Final measures were assessed by conducting a confirmatory factor analysis using AMOS 22. In order to validate the measures, each item was assessed, the scale was tested for reliability, as well as convergent and discriminant validity. In this chapter, structural equation modelling is assessed in detail, thereafter the results are interpreted.

5.4 Descriptive Statistics

Descriptive statistics are empirical in research conduct. They outline characteristics and traits of the sampled population that were used for generalisation. These statistics aim to identify patterns within the sample that will be combined to make an objective comparison. Experts describe these statistics as the elementary transformation of raw data that describes the basic characteristics such as central tendency, distribution and variability (Zikmund et al, 2010). These statistics can be presented in the form of Pie Charts or tables which would clearly mark a trait that stands out or traits that are not too different within the sample population. Approximately 454 consumers were approached with a total amount of 238 consumers voluntarily participating in the research. The response rate was therefore approximately 52%. All answered questionnaires were used for the data analysis. The consumers were very positive towards the research, however a lot of time was spent explaining and translating words and/or questions to the preferred language.

5.4.1 Sample Description

Table 6 represents the profile of the research participants. The province of Gauteng which has a total population of approximately 15 million people was used as a sample frame. Only consumers who shop at Southgate and Maponya Mall were surveyed using a convenient random sampling technique. The data indicates that there was a fairly evenly split result with regards to the gender profile. Males were slightly more represented with an outcome of 50.4%, and females resulting as 49.6%. The age group profile was divided into four categories and participants between the ages of 18 – 30 years represented 43% of the sample. Individuals between the ages of 30 – 39 years followed with 38,7% representation. From an education stand point, the data illustrates that the majority of the participants have partaken in further education and training, with ‘no formal education’ being the least represented in this area. 34% of participants have household members and 28,6% of the participants have 6-7 household members. The indication on gross income was fairly widespread - R5000 - +R20 000. The majority of the respondents have indicated that they purchase Clover Tropika once every two months or either once a month.

Table 6: Sample Demographic Profile

Research Construct	Category	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	120	50.4	50.4	50.4
	Female	118	49.6	49.6	100.0
	Total	238	100.0	100.0	
Age Category	18-30 years	103	43.3	43.3	43.3
	30-39 years	92	38.7	38.7	81.9
	40-49 years	42	17.6	17.6	99.6
	50-59 years	1	.4	.4	100.0
	Total	238	100.0	100.0	
Highest Level of Education	No formal education	12	5.0	5.0	5.0
	Basic education	50	21.0	21.0	26.1
	Diploma	97	40.8	40.8	66.8
	Degree	64	26.9	26.9	93.7
	Postgraduate or equivalent degree	15	6.3	6.3	100.0
	Total	238	100.0	100.0	
Household Members	1 - 2	26	10.9	10.9	10.9
	4	45	18.9	18.9	29.8
	5	81	34.0	34.0	63.9
	6 - 7	68	28.6	28.6	92.4
	8 or more	18	7.6	7.6	100.0
	Total	238	100.0	100.0	
Gross Income	No answer	17	7.1	7.1	7.1
	Under R5000	16	6.7	6.7	13.9
	Under R5001-R10000	61	25.6	25.6	39.5
	Under R10001-R20000	79	33.2	33.2	72.7
	Above R20000	65	27.3	27.3	100.0
	Total	238	100.0	100.0	
Frequency of Purchase	More than once a week	8	3.4	3.4	3.4
	Every 2 weeks	31	13.0	13.0	16.4
	Once a month	86	36.1	36.1	52.5
	Once every 2 months	87	36.6	36.6	89.1
	Never	26	10.9	10.9	100.0
	Total	238	100.0	100.0	

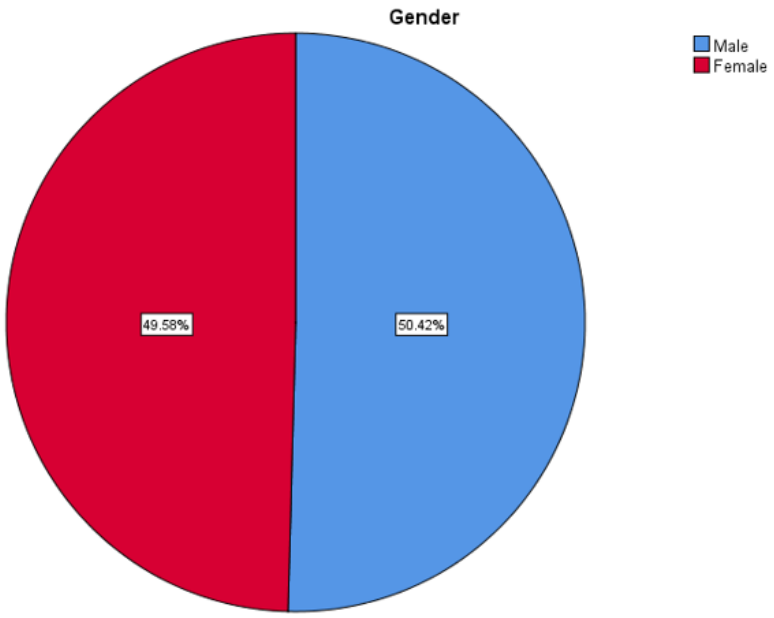


Figure 10: Pie Chart Illustrating the Weighting of Males to Females

The Pie Chart in Figure 14 above illustrates the weight of gender between males and females of the sample. An observation can be made that the genders were well balanced and well represented in the sample, however males came out slightly higher than females, representing 50.42% of the participants. The following descriptor focuses on age.

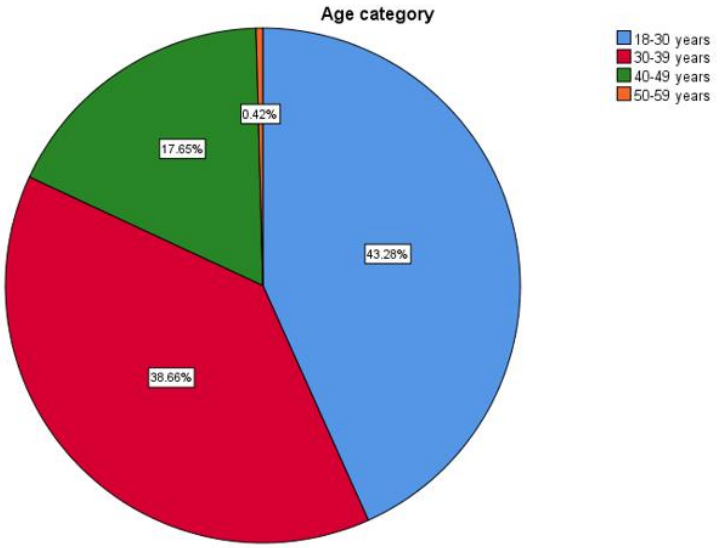


Figure 11: Pie Chart Representing the Age Distribution of Respondents

The results in Figure 15 illustrate the age distribution of the respondents. 43,38% of the respondents were between the ages of 18 – 30 years old. 38,66% of the participants were between the ages of 30 – 39 years old. This segment of 18 – 39 represents 82% of the total sample. Participants between the age 40 – 49 years old represented 17,65%, and individuals that were 50 – 59 years old were represented at a minimal percentage of 0.42%.

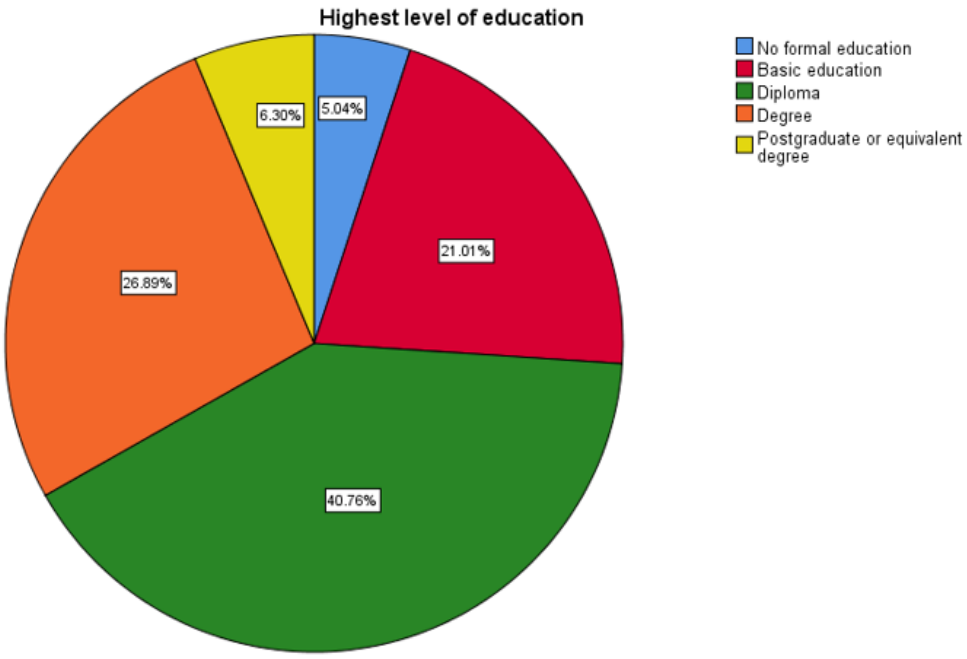


Figure 12: Pie Chart Representing the level of education of the respondents

From Figure 16 represented above, it is evident that the respondents of Southgate and Maponya Mall have Diplomas, this level of education represents 40,76% of the total sample. Thereafter, it is followed by Degrees at 26,89%, and thereafter a Basic education at 21.01%. This therefore means this population is fairly educated with No formal education only being represented by 5.04% of the population.

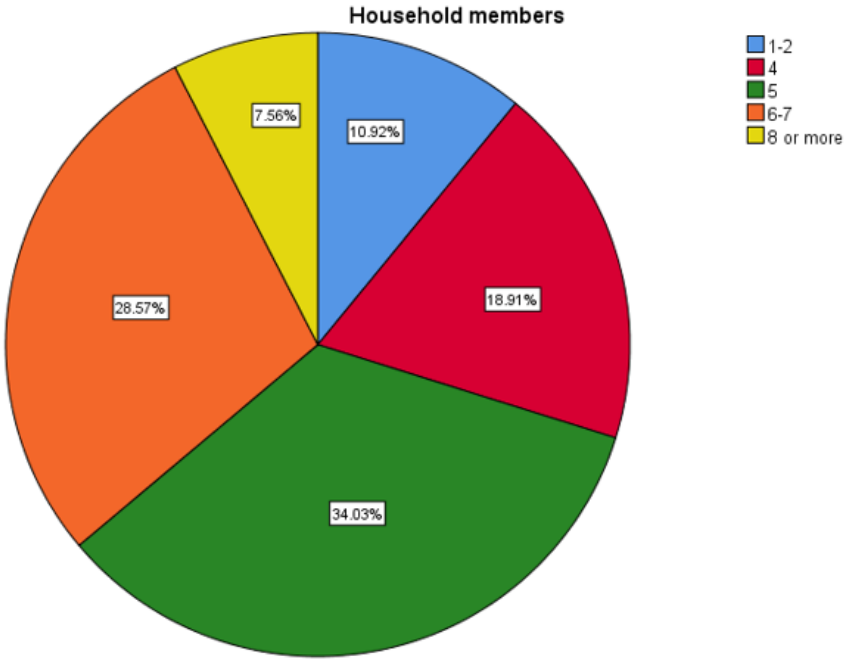


Figure 13: Pie Chart Representing the Number of Household Members Each Respondent Resides with, Including Themselves

Figure 17 represents the Number .of. household members with whom the participants are currently living. 34,03% of the participants have a total of five member living in a household, including themselves. 28,8% have 6-7 member residing with them in one household. 18,91% have four members in a household. 10.92% of the respondents have 1-2 household members and 7,45% have eight or members in a household, including themselves.

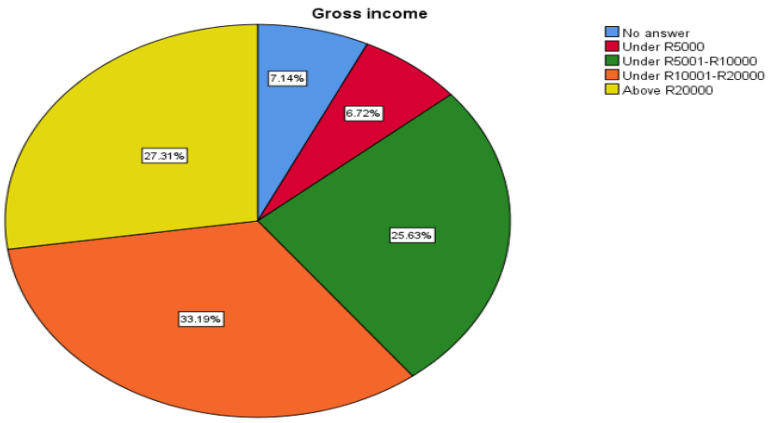


Figure 14: Pie Chart Representing the Gross Income of the Respondents

As can be seen in Figure 18, most respondents earn above R5000, this therefore assumes that the respondents have part-time jobs, full-time jobs or run their own small businesses. The

highest level of income was between R10 0001 – R20 000 which represented 33,19% of the sample. A total of 65 respondents, which equates to 27,31%, stated that they earn more than R20 000 before deductions, this is well representative of the rising middle class. 25,63% of respondents earned between R5001 – R10 000. 6,72% of the respondents earn under R5000 and 7,14% of the respondents chose not to disclose their income.

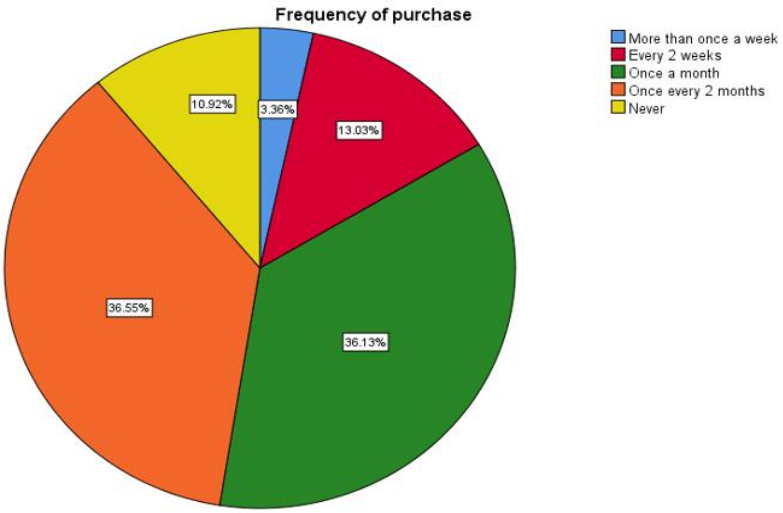


Figure 15: Pie Chart Illustrating Frequency of Purchase

Figure 19 displays how often consumers purchase Clover Tropika products. From the results, we can establish that the fruit dairy drink is a monthly purchase, with 36,55% of consumers saying they buy the product once every two months, and 36,13% of consumers saying they purchase the drink once a month. 13,3% of the respondents say that they purchase the product every two weeks. 3.36% of consumers stated they purchased the product more than once a week and 10,9% of consumers said they never buy Tropika.

5.5 Questionnaire Results

The research constructs were measured on a five-point Likert scale. A Likert type response is regarded as an ordinal scale which shows methodical continuum options for response. Hence in the research questionnaire, the methodology formed for the Likert scale begins with "strongly disagree" and builds up to "strongly agree," with the median represented as "moderately agree." For the research explored, there was a total of 238 respondents. The first variable "Brand Awareness BAW" was measured with eight items ranging from BAW1 – BAW8. The second variable consisted of 'Parent Brand Image (PBI)' which was measured with six items ranging from PBI1 – PBI6. The third variable consisted of 'Brand Extension (BE)' which was measured with five items ranging from BE1 – BE5. The fourth variable

consisted of 'Brand Attitudes (BAT)' which was measured with four items ranging from BAT1 – BAT4. The fifth variable consisted of 'Brand Associations (BAS)' which was measured with four items ranging from BAS1 – BAS4. The fifth variable consisted of "Positive Brand Extension Perception PBE" which was measured with four items ranging from PBE1 – PBE4.

5.5.1 Brand Awareness

Having measured the variable brand awareness (BAW), the results show that most respondents were mostly agreeing with the question or statements in the questionnaire, with a moderate amount being neutral and/or disagreeing with the statements. This is evident in the combination of 'agree' and 'strongly agree' showing favourability of the statements or questions: BAW1 obtained a combination 145 (61%). BAW3 obtained a combination 151 (63%). BAW5 obtained a combination 194 (82%). BAW6 obtained a combination 148 (62%). BAW7 obtained a combination 162 (68%). BAW8 obtained a combination 173 (73%). As stated at the beginning of the paragraph, a couple of constructs showed that consumers were neutral or slightly disagreed with the statements or questions: BAW2 resulted in 32% of consumers disagreeing with the statement and 25% of consumers showing neutrality towards the statement. BAW4 resulted in 29% of consumers disagreeing with the statement and 23% of consumers showing neutrality towards the statement.

5.5.2 Parent Brand Image

The second variable, namely parent brand image (PBI), showed a generally positive result towards the statements or questions asked. PBI1 resulted in 133 consumers strongly agreeing with the statement, this result represents 56% of the total respondents. PBI2 obtained 139 (58%). PBI3 obtained 93 (39%) with another 28% resulting in consumers who still agree with the statement. PBI4 had 109 consumers agreeing with the statement, this represents 46% on the sample. PBI5 had 34% of consumers strongly agreeing with the question and 26% still receiving the statement positively by just agreeing. PBI6 had slightly more consumers disagreeing with the statement than the previous constructs but overall, still resulting in a neutral positive position with the three scales combining to give a result of 69%.

5.5.3 Brand Extension

The brand extension construct also showed positive results towards the mentioned statements. In this case, consumers barely disagreed with the statements mentioned with average number of consumers disagreeing throughout the construct being only three (1%). The "strongly agree" allocation was as follows: BE1 82 (34%); BE2 110 (46%); BE3 107 (45%); BE4 110 (46%);

BE5 (40%). Although the neutral meter was high in some responses i.e. BE5 64 (27%) the agree meter also had substantial results to ensure a positivist output to the statements i.e. BE5 69 (29%).

5.5.4 Brand Attitudes

Having captured the results, there is a positive trend towards the statements posed to the respondents. Compared to the prior constructs, the brand attitude yielded the highest acceptance of the questions posed to the consumer. 'Strongly agree' averaged a contribution of 54% across all questions. The result for BA1 constituted for 137 (58%) consumers who strongly agreed with the statement. The trend continued with BA2 where 132 (55%) consumers strongly agreed with the statement. BA3 136 (57%) and BA4 105 (44%) of consumers had strongly agreed with the question posed.

5.5.5 Brand Associations

The fifth variable, namely brand association, shows the distribution of respondents strongly agreeing, agreeing and moderately agreeing was fairly distributed between these three measurements i.e. BAS1 had 93 (39%) respondents strongly agree, 77 (32%) agreed and 44 (18%) moderately agreed, whereas BAS2 showed that 62 (26%) respondents strongly agreed, 59 (25%) agreed and 62 (26%) moderately agreed. A minority of the respondents strongly disagreed with the questions posed i.e. BAS4, only five consumers disagreed with the statement posed.

5.5.6 Positive Brand Extension Perception

The sixth and last construct investigated if the brand extension had a positive perception from consumers. The result was positive with the majority of consumers strongly agreeing with the given statements. The results for "strongly agree" were as follows; PBE1 130 (55%); PBE2 138 (58%); PBE3 79 (33%). PBE4 was slightly different, showing strength in a neutral response, "moderately agree" with the majority of consumers stating that they moderately agree with the given statement, the results were as follows; PBE4 78 (33%).

Overall, it can be noted that consumers had favourable responses to the questionnaire, where, in most instances, they either strongly agreed or agreed. Table 6 on page 71 illustrates the results of the data which is expanded on in the sections to follow.

5.6 Reliability Tests

As mentioned in chapter four, three approaches were used to check for reliability. These include Cronbach alphas test, composite reliability and the Average Value Extracted. Table6 represents the for all three tests used to check research reliability. To ensure convergent validity, the items loaded were checked on their respective (a priori) constructs with loadings greater than 0.5. If the item to total correlation value was less than 0,5, the items were removed from the tests. In this study items BAW3,BAW6, PBI2, PBI3, BE5,BAT3, BAT4, BAS3 and BAS4 were removed as the values indicated were less than the minimum value required. All other item standard regression weights (Factor loadings) were between 0,551 to 0,932. Below is a representation of the Accuracy Analysis Statistics which will be discussed further on the points to follow.

Table 7: Accuracy Analysis Statistics

Research Constructs	Items	Descriptive Statistics				Cronbach's Test		CR Value	AVE Value	Factor Loading
		Mean		Standard Deviation		Item Total	α Value			
BAW	BAW1	3,60	3,64	1,21	1,19	0,53	0,82	0,92	0,67	0,77
	BAW2	3,50		1,29		0,62				0,86
	BAW4	3,66		1,14		0,54				0,90
	BAW5	3,88		1,13		0,55				0,90
	BAW7	3,58		1,23		0,67				0,87
	BAW8	3,61		1,16		0,65				0,55
PBI	PBI1	3,73	3,73	1,18	1,15	0,53	0,71	0,70	0,54	0,55
	PBI4	3,73		1,13						0,88
BE	BE1	3,82	3,90	1,04	1,03	0,50	0,73	0,92	0,74	0,87
	BE2	3,99		0,98		0,55				0,91
	BE3	4,02		0,97		0,55				0,85
	BE4	3,76		1,12		0,52				0,80
BAT	BAT1	3,79	3,75	1,19	1,61	0,64	0,75	0,80	0,66	0,80
	BAT2	3,70		1,22		0,69				0,83
BAS	BAS1	3,65	3,69	1,18	1,22	0,61	0,73	0,74	0,59	0,75
	BAS2	3,73		1,25		0,66				0,78
PBE	PBE1	3,96	3,94	1,06	1,03	0,52	0,76	0,89	0,67	0,81
	PBE2	3,80		1,06		0,54				0,93
	PBE3	4,05		0,97		0,58				0,82

5.6.1 Cronbach's Alpha Test

Each construct was measured in relation to internal reliability using Cronbach's coefficient alpha. The higher the value of the Cronbach's coefficient alpha, the higher the representation of the reliability scale. In Table8 we see the scale of reliability. The item-to-total values ranged from 0,502 to 0,694. These were above the threshold of 0,3. The Cronbach Alpha coefficients ranged from 0,706 to 0,815 which exceeded the threshold of 0,7 as supported by Krommenhoek and Gaplin (Krommenhoek & Gaplin, 2013).

5.6.2 Composite Reliability

Internal reliability was further evaluated for each construct. As mentioned in Chapter 4 a composite reliability index is required to be greater than 0,7 in order to be regarded as consistency for the construct (Yang & Lia, 2010). The table below stipulates that composite reliability (C.R) results were between 0,689 and 0,922. The parent brand image constructs had a composite reliability of 0,689 and therefore not meeting the threshold of exceeding 0,7.

Table 8: Table representing Composite Reliability calculations

Table representing Composite Reliability calculations					
	Research Construct	Factor Loading	Error Variance	Item R-Square	CR
BAW	BAW1	0,77	0.40	0.59	0.92
	BAW2	0,86	0.26	0.74	
	BAW4	0,90	0.19	0.81	
	BAW5	0,90	0.20	0.80	
	BAW7	0,87	0.24	0.76	
	BAW8	0,55	0.69	0.31	
PBI	PBI1	0,55	0.70	0.30	0.69
	PBI4	0,88	0.23	0.77	
BE	BE1	0,87	0.24	0.76	0.92
	BE2	0,91	0.17	0.83	
	BE3	0,85	0.28	0.72	
	BE4	0,80	0.35	0.64	
BAT	BAT1	0,80	0.36	0.64	0.80
	BAT2	0,83	0.32	0.68	
BAS	BAS1	0,75	0.44	0.56	0.74
	BAS2	0,78	0.39	0.61	
PBE	PBE1	0,81	0.34	0.66	0.89
	PBE2	0,93	0.13	0.87	
	PBE3	0,82	0.32	0.68	
	PBE4	0,68	0.54	0.46	

5.6.3 Average Value Extracted (AVE)

The Average Value Extracted values must be greater than 0.5 (Krommenhoek & Gaplin, 2013). This result proves that the overall amount of variance in the indicators were accounted for by the latent construct. Overall all AVE for the constructs ranged between 0.54 to 0.74. This is within the minimum threshold for AVE. This therefore proves the existence of discriminant validity.

Table 9: Summary of Average Value Extracted

Summary of Average Value Extracted (AVE)			
	Research Construct	Factor Loading	AVE
BAW	BAW1	0,77	0,67
	BAW2	0,86	
	BAW4	0,90	
	BAW5	0,90	
	BAW7	0,87	
	BAW8	0,55	
PBI	PBI1	0,55	0,54
	PBI4	0,88	
BE	BE1	0,87	0,74
	BE2	0,91	
	BE3	0,85	
	BE4	0,80	
BAT	BAT1	0,80	0,66
	BAT2	0,83	
BAS	BAS1	0,75	0,59
	BAS2	0,78	
PBE	PBE1	0,81	0,67
	PBE2	0,93	
	PBE3	0,82	
	PBE4	0,68	

5.7 Validity Tests

5.7.1 Convergent Validity

To check for convergent validity, the item loadings for each item had to be above the minimum threshold of 0.5. Table 7 on page 71 indicates factor loadings (standard regression weights) ranging between 0.551 to 0.932, this indicates an acceptable loading for individual item convergent validity and therefore indicating that each construct was valid for the allocated construct.

5.7.2 Discriminant Validity

5.7.2.1 Correlation Matrix

Discriminant validity can be tested by evaluating whether the correlations between the latent constructs are less than 1, as indicated in Table 8 on page 72 . The intercorrelation values from the conceptual model are less than 1. i.e. the correlation between BAW and PBI is indicated as .685, and the correlation between BE and BAW is .530. This therefore confirms the discriminant validity of the research in question.

5.7.2.2 Inter-construct correlation matrix

The research constructs were also checked for discriminant validity by making use of the inter-construct correlation matrix. The correlations were assessed with the purpose of the assessment to reveal a result lower than 1.0. Should the value of the correlation be less than 0.7, these were then regarded as confirming discriminant validity (Krommenhoek & Gaplin, 2013). The values for the constructs presented below are marginally accepted as they range from 0.2 to 0.8. represented below is Table 8 which illustrates the relationship between the constructs.

Table 10: A Representation of the Correlations between Constructs

Inter-construct Correlation Matrix

	BAW	PBI	BE	BAT	BAS	PBE
BAW		.685**	.530**	.812**	.358**	
PBI	.685**		.564**	.658**	.343**	
BE	.530**	.564**		.470**	.269**	.051
BAT	.812**	.658**	.470**		.467**	.024
BAS	.358**	.343**	.269**	.467**		.267**
PBE				.024	.267**	

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

5.8 Confirmatory Factor Analysis (CFA) Models

Figure 20 illustrates the confirmatory factor analysis model

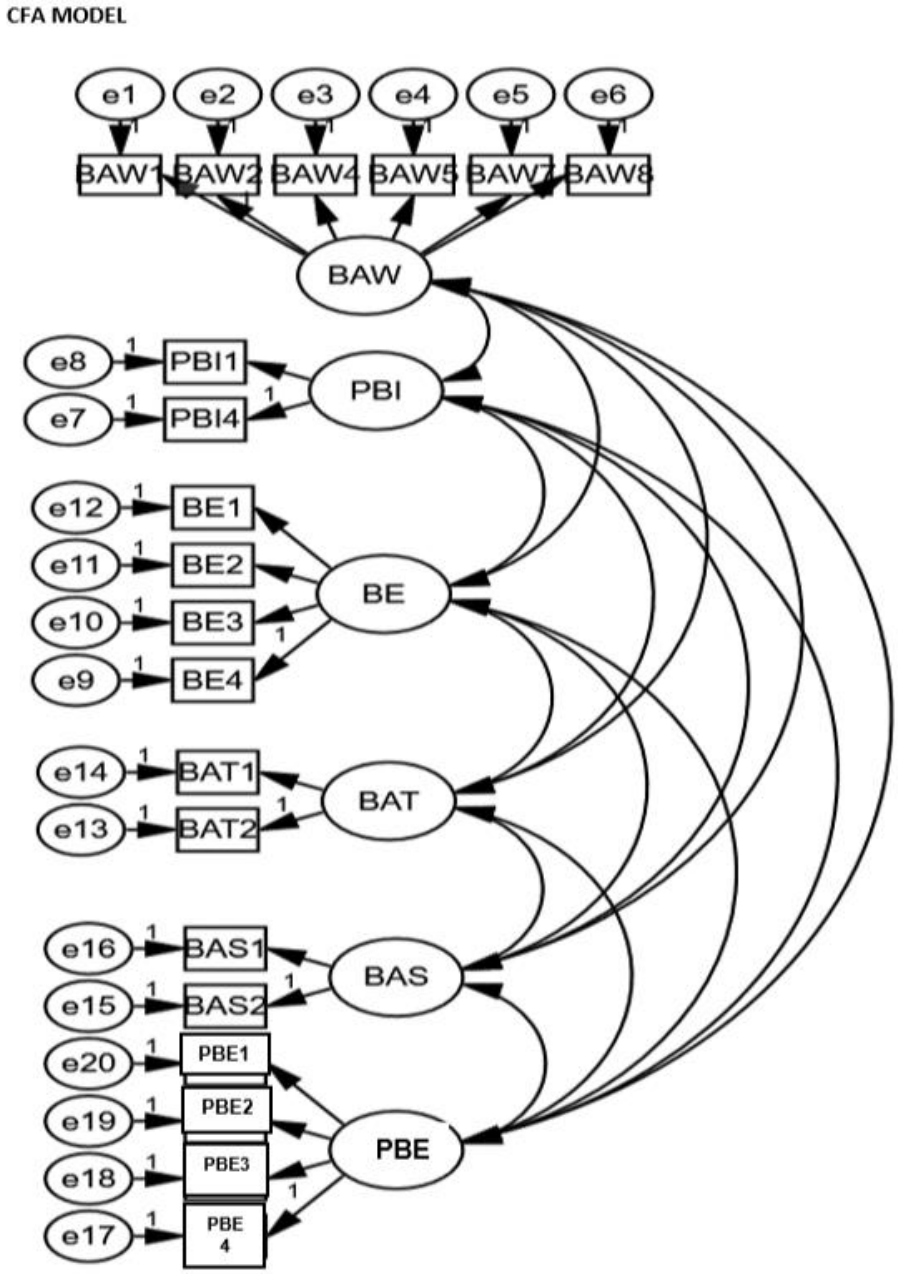


Figure 16: Confirmatory Factor Analysis (CFA) Model

Note:

- BAW = Brand Awareness
- PBI = Parent Brand Image
- BE = Brand Extensions

- BAT = Brand Attitudes
- BAS = Brand Associations
- PBE = Positive Brand Extension perception

The research model was run and had the following results:

Chi-square (χ^2/DF) = 1,36, Goodness Fit Index A(GFI) = 0,90, Normed Fit Index (NFI) = 0,95, Tucker-Lewis Index (TLI) = 0,98, Incremental Fit Index (IFI) = 0,99, Comparative Fit Index (CFI) = 0,99, Relative Fit Index (RFI) = 0,94, Root Mean Square error of approximation (RMSEA) = 0,03

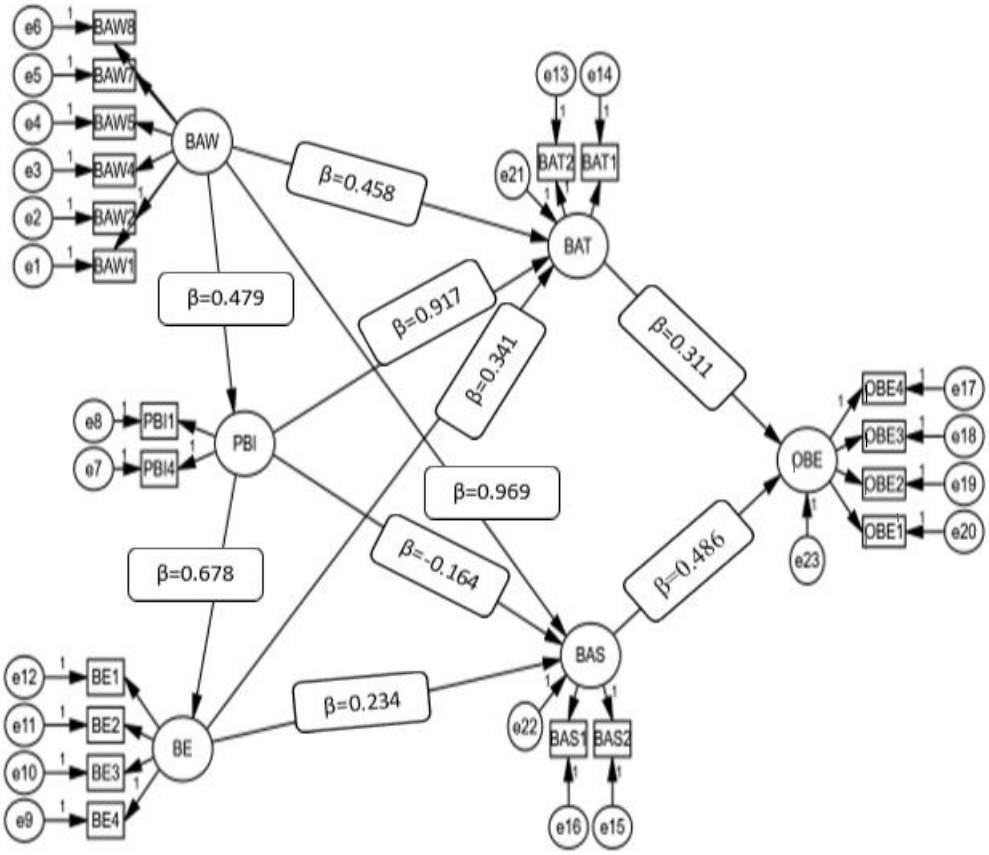
Table 11: Model Fit Results

Model Fit Criteria	Chi-square (χ^2/DF)	Goodness Fit Index A(GFI)	Normed Fit Index (NFI)	Tucker-Lewis Index (TLI)	Incremental Fit Index (IFI)	Comparative Fit Index (CFI)	Relative Fit Index (RFI)	Root Mean Square error of approximation (RMSEA)
Indicator Value	1,36	0,90	0,95	0,98	0,99	0,99	0,94	0,03

5.9 Conceptual Model Fit Assessment

Assessing model fit is a process made up of two types of analysis. The model can be assessed by using the Confirmatory Factor Analysis (CFA) and hypothesis testing. For the research in question, CFA was performed to examine the accuracy of the scale which includes reliability, convergent validity and discriminant validity. CFA was conducted using AMOS 22. The acceptability of the model fit was indicated by the chi-square value between 1 and 3. The Goodness Fit Index (GFI), Comparative Fit Index (CFI), Incremental Fix Index (IFI) and Tucker Lewis Index (TLI) had values equal to or greater than 0,9. The Root Mean Square Error of Approximation had a result of 0,034 where the benchmark for this index is equal to or less than 0,08. With the model fit indexes being compliant, the study then proceeded to hypothesis testing.

FINAL STRUCTURAL MODEL



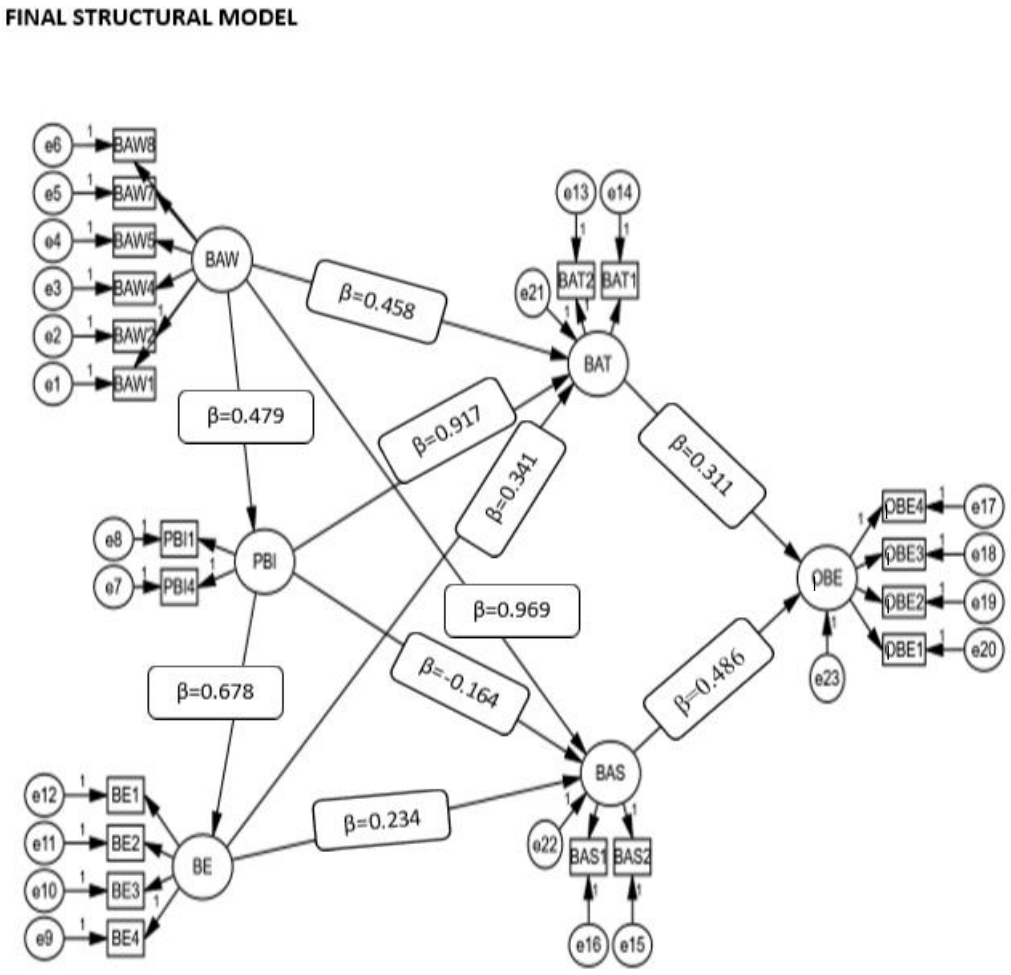


Figure 17: Structural Model

Key:

BAW = Brand Awareness

PBI = Parent Brand Image

BE = Brand Extension

BAT = Brand Attitudes

BAS = Brand Associations

PBE = Positive Brand Extension Perception

Table 12: Results of the Structural Equation Model Analysis

Hypothesised Relationship	Hypothesis	Path Coefficient β	P Value	Outcome
BAW → PBI	H1	0.48	***	Positive and significant
PBI → BE	H2	0.68	***	Positive and significant
BAW → BAT	H3	0.46	***	Positive and significant
BAW → BAS	H4	0.97	***	Positive and significant
PBI → BAT	H5	0.92	***	Positive and significant
PBI → BAS	H6	-0.16	0.07	Negative and insignificant
BE → BAT	H7	0.34	***	Positive and significant
BE→ BAS	H8	0.23	***	Positive and significant
BAT → PBE	H9	0.31	***	Positive and significant
BAS→ PBE	H10	0.49	***	Positive and significant

Note:

BAW=Brand Awareness

PBI=Parent Brand Image

BE=Brand Extension

BAT=Brand Attitude

BAS=Brand Association

PBE=Positive Brand Extension Perception

5.9.1 Model Fit Results

5.10 Discussion of hypothesis testing results

5.10.1 Hypothesis Discussion 1

It can be observed that H_1 (Brand awareness and parent brand image) has a path coefficient of 0.479. There is a positive relationship between brand awareness and parent brand image. This relationship is both supported and significant at the $p<0.001$ level of significance. These results are in line with the works of Vyas and Brahmbhatt, who found that there is a positive relationship between brand awareness and parent brand image (Vyas & Brahmbhatt, 2016). In addition, it can be noted that these results also concur with the results of Ghobarni and Madani; these results confirmed that indeed the attitudes towards the original brand can be transmitted to the brand extension (Ghobarni & Madani, 2012).

5.10.2 Hypothesis Discussion 2

In the hypothesis table we can note that H_2 (Parent Brand Image and brand extensions) has a path coefficient of 0.678, this therefore confirms that the relationship between the parent brand image and brand extensions is positive. The relationship is substantiated by a $p<0.001$ level of significance and therefore indicating the positive relationship between the variables. In Le, Cheng, Lee and Jains' research study, they stated that the process of brand transfer is much higher when the brand extension uses characteristics of the parent brand, particularly when there is good fit between the extension and the parent brand (Le et al., 2012). Vukasovic further advocates for the relationship between the brand extension and the parent brand by emphasising that the brand extension strategy has a higher chance of acceptability when using the equity of the parent brand (Vukasovic, 2012).

5.10.3 Hypothesis Discussion 3

The path coefficient established for H_3 (Brand Awareness and Brand Attitudes) was 0.458. The path coefficient is below 0,05, this therefore confirms that there is a significant relationship between brand awareness and brand attitudes. The relationship is justified by a $p<0.001$ level of significance. In Schmitts' research, he states that brands provide stimulus, with the intention of creating awareness, the stimulus is then interpreted by consumers who then form perceptions about the brand being stimulated (Schmitt, 2011) – this therefore confirms the co-existence of the two constructs.

5.10.4 Hypothesis Discussion 4

On table 12, it can be observed that H_4 (Brand Awareness and Brand Association) have a positive influence on each other. This is verified by a path coefficient of 0.969. The significant at $p<0.001$ justifies that there is a significant relationship between brand awareness and brand association. These results are in line with the works of Perera and Dissanayake, the researchers for brand awareness and brand association, as well as perceived quality, as key drivers in the consumers' journey to purchase (Perera & Dissanayake, 2013). Severi and Ling continue to advocate for the relationship between the variables by highlighting that recall and recognition (brand awareness) are created through brand associations.

5.10.5 Hypothesis Discussion 5

It can be observed that H_5 (Parent Brand Image and Brand Attitudes) have a path coefficient of 0.917. This therefore denotes that there is a positive relationship between parent brand image and brand attitudes. The relationship between the two variables is supported by a $p>0.001$ level of significance. These results are in line with the works of Martinez who suggests that brands need to strive for a favourable brand image and brand attitude towards their brand (Martinez, 2012). Ghobarni and Madani further reiterate this by stating that brand image and brand attitudes are interlinked in such a way that however the consumer feels about the parent brand will most likely impact the perceptions of the brand extension (Ghobarni & Madani, 2012).

5.10.6 Hypothesis Discussion 6

On Table 12, the results observation presents H_6 (Parent brand image and brand association) with a path coefficient of 0.164. This result portrays that there is not a significant relationship between the parent brand image and brand association. The P value equated to 0.067,

5.10.7 Hypothesis Discussion 7

With a path coefficient of 0.341 it can be proved that H_7 can be validated. H_7 therefore confirm that there is a significant relationship between brand extensions and brand attitudes. The relationship between the two variables is supported by a significant level of $p>0.001$. These results are in line with the works of Chung who emphasises the relationship between brand attitude and brand extensions, he further reiterates the important of perceived fit between the brand and the brand extension, which therefore influences the relationship of the brand extension and the consumers' perception (in this case brand attitude) towards the brand.

5.10.8 Hypothesis Discussion 8

It can be observed that H_8 (Brand Extension and Brand Associations) have a path coefficient of 0.234; this therefore denotes that there is a positive relationship between brand extension and brand associations. The relationship between the two variables is further supported by a level of significant p>0.001. Academic research which complements the hypothesis includes the works of Moons and Pelsmacker who state that brand extensions are predictors of brand associations. Roux and Maree further complement the hypothesis in their work where they note that brand extensions form their own brand associations separate from the parent brand.

5.10.9 Hypothesis Discussion 9

Earlier in the paper, it was hypothesised that brand attitudes have a positive impact on brand extension perception. The hypothesis table supports this statement by reflecting results of a path coefficient of 0.311. It can therefore be concluded that H_9 (Brand Attitudes and Brand Extension Perception) have a positive and significant relationship, this is further supported by a level of significant p>0.001. Academic work which complements this hypothesis includes the works of Alavinasab et al. who state that brand attitudes stem from the parent brand and are transferred to the brand extension through perceived fit; he continues to say that favourable attitudes aid in the acceptability of the brand extension in the market (Alavinasab et al., 2017).

5.10.10 Hypothesis Discussion 10

The last hypothesis statement was that brand associations have a positive impact on brand extension perceptions. The hypothesis test result outcome was a path coefficient of 0.486 which has met the minimum requirement and therefore suggests that there is in fact, a significant relationship between brand associations and positive brand extension perception. This relationship is supported by a significant level of p>0.001. The results are complemented by the works of Taskin, Emel, Ozturk and Petricli, who mention the importance of association transferability from parent brand to the brand extension in order to achieve brand extension acceptability and favourable perceptions (Taskin, Emel, Ozturk & Petricli, 2016). Leone et al. further support this hypothesis by linking favourable associations to brand equity which results in positive brand extension perception (Leone et al, 2011).

5.11 Summary of Chapter 5

Chapter 5 provides a broad discussion of the empirical results of the research study. The chapter covers eight sections. It firstly begins with an introduction to the chapter which encapsulates data analysis and the discussion of the results. The second section then dives into the data screening process where methods of data cleansing and capturing are discussed. The third section looks at the data analysis procedure. The third section focuses on the data analysis procedure where SPSS was used for data analysis and AMOS 22 was used to test the final measures by using the Confirmatory Factor Analysis (CFA). The fourth section focused on the descriptive statistics. The in-depth discussion included a description of the sample, as well as the questionnaire results. Section 5,6 and 7 looked at Reliability, Validity and CFA. Lastly, an illustration of the final model structure is displayed along with the Conceptual Model Fit Assessment.

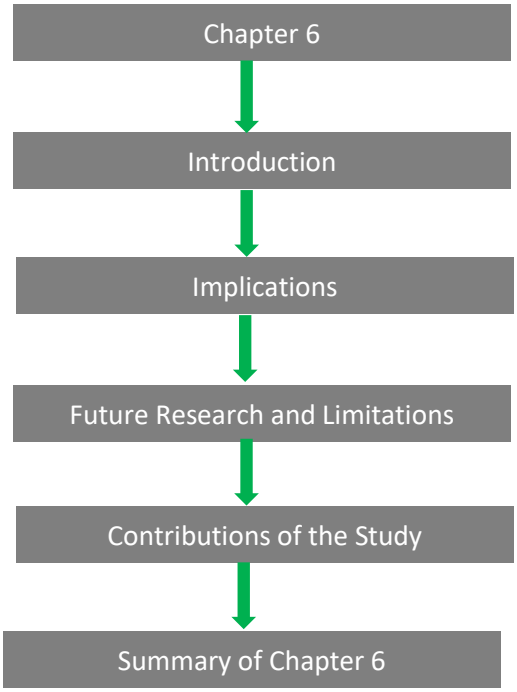


Figure 18: Diagrammatic representation of Chapter 6

6 CHAPTER 6: FINDINGS, CONCLUSIONS, IMPLICATIONS AND FUTURE RESEARCH

6.1 Introduction

Chapter 6 concludes the study by discussing the findings of the research, the limitations, and the opportunity for possible future research. This chapter also imparts a comprehensive conclusion of the entire study. The purpose of the study was to investigate the impact of brand awareness and the parent brand image on the brand extension perception of the Clover Tropika brand in emerging economic areas. The context was set in relation to the study and literature reviewed. The research methodology was discussed extensively in Chapter 4. Structural Equation Modelling (SEM) was applied to assess the proposed research model and hypothesis. The analytical results revealed that nine out the ten proposed hypothesis had significant relationships. It was observed that the relationship between brand awareness and brand association was of the highest significance when compared to the other relationships as it had a factor loading of 0.969. It was then followed by the relationship between the parent brand image and brand attitudes which had a factor loading of 0,917. These results and their implications are discussed further in this chapter.

6.2 The Evaluation of the Objectives of the Study

All research objectives had to be addressed based on the generated data from the study to ensure that the intended purposes of the study were achieved. The theoretical and empirical objectives are revisited in the next section in order to demonstrate the attainment of the objectives within the framework of the study.

Theoretical objectives

The hypothetical destinations as set out in Chapter 1 under Section 1.4 are illustrated and assessed. For brand supervisors and scientists to settle on educated choices and get an incentive from this examination, all exploration destinations were tended to dependent on the information created from the review so as to guarantee that the underlying reasons for the investigation were accomplished.

- **To review literature on the Customer Based-Brand Equity Model (CBBE)**

The CBBE model was reviewed in Section 2.2.1 of Chapter 2 in order to comprehensively understand how key drivers of brand equity and how they have been applied to the study. From this review the importance of CBBE is highlighted and is again reflected in the research. The particular focus of CBBE is within the parent brand where the level of equity needs to be high in order for favourable transferability to occur between the parent brand and the brand extension. Previous studies on the CBBE refer to brand awareness (Saliency), brand attitudes and brand associations as key drivers of brand equity.

- **To review literature on the self-congruency theory**

The self-congruency theory was reviewed in Section 2.2.2 of Chapter 2 in order to comprehensively understand how consumers evaluate their self-image in order to justify favourable attitudes for a brand. From this review it is important to note how perception plays a role to consumers. Marketers therefore need to make sure they are targeting the correct consumers, with the right message, who will find relevance in the brand, because they relate to the brand. The consumer will find congruency between themselves and the brand depending on their current need state, this need state is formed either by the real, ideal, social and the ideal social self. It is therefore vital that the consumer proposition for the parent brand versus the brand extension are differentiated.

- **To review literature on the attachment theory**

The attachment theory was reviewed in Section 2.2.3 of Chapter 2. The purpose of the section was to comprehensively understand the concept of attachment in order to justify the transferability of the parent brand image to the brand extension. In the review a key point was that attachment occurs when the consumer distress when they do not purchase or have the brand they desire, and that when attachment exists for the brand it promotes longevity. Marketers should therefore aim for attachment, especially within the parent brand, in order for positive sentiments to be shared, this then allows positive brand extension perception, especially if there is perceived fit between the parent brand and the brand extension.

Empirical objectives

The empirical objectives, as set out in Chapter 1 of this study, are revisited in the next sections.

- **To determine the impact of brand awareness on the parent brand image**

The empirical findings confirmed the existence of a significant p-value less than 0.001 and a positive path coefficient of 0.479. This therefore means a linear co-existence between variables BA and PBI. The hypothesis referring to the impact of construct BA to construct PBI had positive results and therefore confirming that the hypothesis is significant and supported. Brand awareness does in fact have an impact on the parent brand image, if the awareness is low or negative this means that the parent brand image will not be of significance to the brand extension perception. Where brand awareness of the parent brand is high and favourable, this suggests that the image of the parent brand can be transferred to the brand extension and therefore creating positive brand extension perceptions.

- **To determine the impact of the parent brand image on brand extensions**

SEM was used to determine whether the parent brand image influences brand extensions. The results of structural equation model analysis, as depicted on Page 78, Table7, revealed that the parent brand image positively and significantly influences brand extensions. This therefore means that the hypothesis was significant and supported. The relevance within the two construct co-existing have been proven. It is evident in the research that the Clover brand influences the Clover Tropika. The perceived quality, product satisfaction, positive sentiment and superiority of the parent brand aid in creating perceptions about the brand extension. In the case of the research these transferred traits aid in leveraging the parent brand image to build positive brand extension perceptions.

- **To determine the impact of brand awareness on brand attitude**

Brand awareness has a positive impact on brand attitude. This hypothesis has been proven using SEM, which resulted in p values which were not greater than 0.001. The path coefficient had a result of 0.458 and thereby confirming the co-relation between the two brand constructs. Brand awareness and brand attitudes are correlated and cannot exist in isolation. In the context of the research brand awareness means that consumers' have high saliency for the Clover brand, this directly effects whether or not they favour or dislike the brand. Consumers are aware of a brand based on how the brand communicates and if that

communication or marketing activity reaches them, based on what the consumer will see or what they will then form attitudes, opinion or feelings about the brand.

- **To assess the impact of brand awareness on brand associations**

The objective of assessing the impact of brand recall and recognition on brand associations was met by the study. The results communicate that indeed, there is a significant and positive relationship between the two. The empirical findings confirmed the p-value which was less than 0.001 and a positive path coefficient of 0.969. Associations about the brand cannot be formed without the aspect of brand awareness. Brand awareness is critical to the development of brand associations. When consumers are aware of a brand they are able to make associations such as product related attributes. In the case of the research when consumers are aware of the Clover brand, they are able to make product related attribute associations such as the colours blue and red, to think about milk or dairy (top of mind).

- **To determine the impact of the parent brand image on brand attitudes**

SEM was used to determine whether the parent brand image influences brand attitudes (refer to page 71 Table 7). The results of structural equation model analysis revealed that the parent brand image positively and significantly influences brand attitude. The empirical findings confirmed the existence of a significant (*** - p-value less than 0.001) and positive (path coefficient of 0.917) linear relationship between parent brand image and brand attitudes. This therefore means that the hypothesis was significant and supported. The parent brand image impacts brand attitudes. The brand image can either impact brand attitudes positively or negatively. Leveraging on the parent brand image is as a result of positive consumer attitudes. In the context of the research if Clover is known for quality and great taste, this is the perceived quality of the Clover brand and should the brand extension be related to the current brand, the perceived quality is transferable. In this case Tropika is also a dairy based fruit drink, therefore high transferability exists between the parent brand image and the brand attitude.

- **To determine the impact of the parent brand image on brand associations**

An integral part of addressing the research question was to evaluate the impact of the core brand on brand associations. The hypothesis was tested using SEM and had negative results, the p-value was 0.067, and the path coefficient -0.164. These results indicated an insignificant relationship between the two variables. This therefore means that the hypothesis is rejected.

- **To determine the impact of brand extensions on brand attitudes**

SEM was used to determine whether brand extensions and brand attitudes (refer to page 71 Table 7). The results of structural equation model analysis revealed that brand extensions positively and significantly influence brand attitudes. The empirical findings confirmed the existence of a significant (*** - p-value less than 0.001) and positive (path coefficient of 0.341) linear relationship between brand extensions and brand attitudes. This therefore means that the hypothesis was significant and supported. Brand extensions impact brand attitudes. They impact both the attitudes of the actual brand extension, as well as the attitudes of the parent brand. Applying the result to the current study means that the Clover Tropika brand have positive consumer attitudes.

- **To assess the impact of brand extensions on brand associations**

SEM was used to test the objective of comprehending how brand extensions impact or influence brand associations. The results of structural equation model analysis revealed that brand extensions positively and significantly influences brand associations. The empirical findings confirmed the existence of a significant (*** - p-value less than 0.001) and positive (path coefficient of 0.234) linear relationship between brand extensions and brand associations. This therefore means that the hypothesis was significant and supported. Brand extension impact brand association as the association is used as a trigger to recognise the brand extension. This Is evident in the research as Clover is associated with quality and milk, the brand extension is also associated with Clover, quality and milk in a dairy fruit mix context, this therefore influences the overall Parent brand equity which the extension can leverage on.

- **To assess the impact of brand attitudes on positive brand extension perceptions**

The course of study identified brand attitudes as a dependant variable, with positive brand extension perception being the desired outcome. The hypothesis therefore emphasizes the impact of the dependant variable to the outcome. The relationship between these two constructs have been proven as significant, this has been done using SEM, p-value results were less than 0.001, indicated as ***, the path coefficient had a result of 0.311 and therefore meeting the requirement of greater than zero. There is indeed, an impact created by brand attitudes, to assist in developing positive brand extension perceptions. The attitudes of both the parent brand and the brand extension together assist in creating positive brand extension. The brand extension leverages from the attitudes of the parent brand as the first step at gaining perceptions about

the extended product. Without favourable attitudes of the parent brand image, the brand extension would be difficult to achieve. When the parent brand image does not have favourable attitudes, it is advised that the parent brand image be developed further prior the inception of a brand extension.

- **To assess the impact of brand associations on positive brand extension perceptions**

During the research study the path coefficient for the above objective resulted in a value of 0.486 and therefore confirming a linear relation between the two constructs in discussion. The empirical findings confirmed the existence of a significant (*** - p-value less than 0.001). This therefore means that the assumption on the hypothesis is significant and encouraged. The brand association of the parent brand is empirical to the success of the brand extension. In the context of the research Clover is associated with quality, locally sourced dairy products. The aim is then for these association to be leveraged by the brand extension, as previously discussed a key impactor of this association transferability is the perceived fit between the parent brand and the brand extension. In the context of the research positive brand extensions are created for Clover Tropika because of the Clover associations built over time.

6.3 Implications

The research conducted has both academic and practical implications. The first section of the implications looks at the academic implications and the second section the practical implications.

Academically, the current research study contributes to the existing literature on leveraging on the parent brand image to build brand extensions. The study evaluated key construct of leveraging on the parent brand image, these constructs included brand attitudes and brand associations which aid in building successful brands, in particular brand equity. Brand managers need to evaluate key brand equity constructs which include brand awareness, brand attitudes and brand associations. These concepts are built through the parent brand image and through a congruent self-image and attachment between the consumer and the brand. It is also important for brand managers to ensure that there is product/category fit between the parent brand and the brand extension. The parent brand image firstly needs to be thoroughly built before a brand extension can leverage off it, an indication of this is high consumer based brand equity. Considering high parent brand equity, brand extensions can leverage on the parent brands image, awareness, attitudes and associations while constructing and developing its own identity. Further, academically, the relationship between brand awareness and brand

association was noted as significant; this implies that without achieving brand awareness and distinctive, strong brand associations from both the parent brand and the brand extension, it would be difficult to achieve a positive brand extension perception. Dissecting the mentioned statement for this study, it can be noted that, should Clover have been in a situation where consumers did not recall and recognise the brand, consumers were unlikely to have favourable perceptions about Tropika. Further to this, should consumers have felt that Clover was not capable of making a dairy fruit drink, key associations would not have been able to be transferred. The relationship between the parent brand image and brand attitudes also proved to be key in the study, achieving the second highest factor loading. This implies that the attitudes of the parent brand need to be favourable for a positive brand extension perception to exist. Furthermore, the brand extension itself, needs to have favourable attitudes and this is highly determined by perceived fit. The relationship between the parent brand image and the brand extension was also positive, this implies that extending a brand using an existing brand is a strategy of note. It is therefore recommended that Brand Managers use a brand extension strategy versus creating a new brand from scratch; by using a brand extension strategy, they should also make sure that the brand extension contributes positively to the equity of the parent brand and vice versa.

6.4 Future Research and Limitations

The current research study leaves room for researchers to explore related variables. When reviewing literature there was a continuous mention of consumer purchase intent as well as overall brand equity which could be explored as a possible outcome of the research. The research was only done at Southgate and Maponya Mall, there is an opportunity to explore other emerging markets within South Africa, such as KwaZulu-Natal and Limpopo. The researcher therefore recommends that similar studies be conducted with a larger sample size and in different regions.

The study was limited in terms of funding, this means that more data could have been collected should there had been funds to reward field workers. Time was also a big constraint because the data was collected at mall intercepts i.e. the data could have been collected in December, but because December is peak selling time for the mall, the research had to be collected in January 2019, therefore delaying data analysis as well as limiting the number of consumers for potential reach.

6.5 Overall Research Contribution

The current study makes a contribution to literature on leveraging on the parent brand image to build brand extensions. Based on the findings of the study, brand extensions can leverage on the parent brand image on the basis that the perceived fit between the two is strong. Leverage can be achieved through the transfer of brand awareness and brand attitudes. Based on the findings of the study, brand awareness and brand attitudes had a relationship of high significance. In Le, Cheng, Lee and Jains' work, it is noted that an establish brand reduces the risk associated with purchasing a new product, as a result of transferability from perceptions that exist from the parent brand (Le et al., 2012). The study therefore confirms key constructs which are important to achieve a positive brand extension perception. Another contribution made to the literature was the relevance of self-congruency where the initial relation to a brand occurs, should the relationship be satisfactory, then brand attachment occurs. This is an important element that usually exists for the parent brand – which can result in positive brand extension perceptions. The study also makes a contribution to brand extension studies in the context of emerging economic areas.

6.6 Summary of Chapter 6

The purpose of the research was to investigate the relationship of the following variables: brand awareness, parent brand image and brand extensions. These were to be investigated in relation to brand attitudes and brand associations, with the hopes of an outcome leading to a positive brand extension perception. The investigation aimed to establish if the relationship between the mentioned variables was significant to achieve the outcome. A conceptual model was developed (Figure 6) and tested. Chapter 6 then discussed the implications of the research study, opportunities for future research, limitations of the study. Lastly, the overall research contribution was outlined.

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APPENDIX A: RESEARCH QUESTIONNAIRE

Good day,

My name is Phethokuhle Madlala (Student no. 367210) and I am currently studying my Master of Commerce (Mcom) in Marketing at the University of the Witwatersrand. My current research is titled "**Leveraging on the parent brand-image to build brand extensions: A consumers' perspective on the Clover Tropika brand in emerging economic areas**".

Please note that I have no sponsorship or other connection with Clover.

Through my research, I aim to assess how the parent brand image can be used to build positive brand extension perceptions among consumers who purchase the Clover Tropika brand in emerging areas. The findings of this study will contribute to the literature in brand management. I am inviting you to be a participant in my current research study. By being a participant in this research study I would request you to complete the questionnaire attached to this information sheet. With your permission, I ask that you complete this questionnaire and kindly return it to the researcher. This should not take more than 15 minutes of your time. Your participation in this research is voluntary and I can guarantee that your personal details will remain anonymous throughout this research study as well as in the final research dissertation. You as the participant may refuse to answer any questions which you feel uncomfortable with and may also feel free to withdraw from this study at any time. By being a participant in this research you will not receive payment of any form and the information you disclose will be used in the research report.

This research will be written into a Master of Commerce in marketing dissertation and will be available through the University's website. Should you require a summary of the research; the researcher can make it available to you. Should you have any further questions or queries you are welcome to contact the researcher or the Supervisors, Dr Abigail Chivandi and Mr Eugine Tafadzwa Maziriri at any time using the contact details provided below.

Researcher	**Supervisor**	**Supervisor**
Ms Phethokuhle Madlala	Dr Abigail Chivandi	Dr Eugine Tafadzwa Maziriri
367210@students.wits.ac.za	abigail.chivandi@wits.ac.za	eugine.maziriri@wits.ac.za
076 423 3983	0117178285	0117178285

By completing this questionnaire and putting it into the box provided, this can be taken to mean that you consent to participate in this study

SECTION A: DEMOGRAPHIC INFORMATION

This section seeks some background information about you. It is important to obtain this information, as this will have a bearing on the results of the survey. Please indicate your answer by crossing (x) in the appropriate block.

A.1	Please indicate your gender					
	Male ☐		Female ☐		Prefer not to say ☐	

A.2	Please indicate your age category				
	18 - 30 years ☐	30-39 years ☐	40-49 years ☐	50-59 years ☐	60 years and above ☐

A.3	What is your highest level of education?				
	No formal education ☐	Basic Education ☐	Diploma ☐	Degree ☐	Postgraduate or equivalent degree ☐

A.4	Family size (no of members)				
	1-2	3-4	5	6-7	8 or more

A.5	Gross Income				
	NO answer	under R5000	between R5001 - R10000	between R10001 - R20000	above R20000

A.6	How often do you buy Clover Tropika Brand products?				
	Once a week	Once in 2 weeks	Once a month	Once in 2 months	Never

SECTION B

BRAND AWARENESS

Below are statements about brand awareness you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:

1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree

Please tick only one number for each statement

BAW1	I am more aware of a brand through TV adverts, billboards, radio & magazines	Strongly disagree	1	2	3	4	5	Strongly agree
BAW 2	I Learn more about a brand on social media	Strongly disagree	1	2	3	4	5	Strongly agree
BAW 3	I recall the red emblem as the Clover Logo	Strongly disagree	1	2	3	4	5	Strongly agree
BAW 4	I am aware of the Clover Slogan "Way Better"	Strongly disagree	1	2	3	4	5	Strongly agree
BAW 5	Clover colours are Blue and Red	Strongly disagree	1	2	3	4	5	Strongly agree
BAW6	The Clover brand gives me the confidence to repurchase my usual clover products	Strongly disagree	1	2	3	4	5	Strongly agree
BAW7	The Clover brand conveys the benefits and value to me when repurchasing	Strongly disagree	1	2	3	4	5	Strongly agree

BAW8	I am aware that the Clover brand differentiates the products that I use	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION C

PARENT BRAND IMAGE

Below are statements about the Clover brand, you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:
1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree

Please tick only one number for each statement

PBI 1	Altogether, I have very positive attitudes towards the Clover Brand	Strongly disagree	1	2	3	4	5	Strongly agree
PBI 2	Altogether, I am very satisfied with the Clove brand	Strongly disagree	1	2	3	4	5	Strongly agree
PBI 3	I associate the Clover brand with quality	Strongly disagree	1	2	3	4	5	Strongly agree
PBI4	I know Clover products are reliable	Strongly disagree	1	2	3	4	5	Strongly agree
PBI5	Clover is 'Way Better' than other competing brands	Strongly disagree	1	2	3	4	5	Strongly agree
PBI6	I will pay a price premium for Clover branded products	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION D

BRAND EXTENSIONS

Below are statements about brand extensions you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:
1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree

Please tick only one number for each statement

BE1	I am aware that Tropika is a part of the Clover brand	Strongly disagree	1	2	3	4	5	Strongly agree
BE2	I associate Tropika with quality because it is part of the Clover brand	Strongly disagree	1	2	3	4	5	Strongly agree
BE3	Tropika is a good fit for the Clover Brand	Strongly disagree	1	2	3	4	5	Strongly agree
BE4	Tropika products and flavours are relevant extensions for the Clover & the Tropika brand	Strongly disagree	1	2	3	4	5	Strongly agree
BE5	I feel good about Tropika and Clover Milk	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION E

BRAND ATTITUDES

Below are statements about the Clover Tropika brand, you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:

1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree

Please tick only one number for each statement

BAT1	I feel that the Clover Tropika Brand is good	Strongly disagree	1	2	3	4	5	Strongly agree
BAT2	I feel that the Clover Tropika Brand is likeable	Strongly disagree	1	2	3	4	5	Strongly agree
BAT3	I feel that the Clover Tropika Brand is not irritating	Strongly disagree	1	2	3	4	5	Strongly agree
BAT4	I feel that the Clover Tropika Brand is interesting	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION F

BRAND ASSOCIATION

Below are statements about brand association you can indicate the extent to which you agree or disagree with the statement by ticking the corresponding number in the 5-point scale below:
1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree
Please tick only one number for each statement

BAS1	Within the beverages market, I believe that the Clover Tropika Brand is a good purchase	Strongly disagree	1	2	3	4	5	Strongly agree
BAS2	The Clover Tropika Brand provides a high value in relation with the price you pay for it	Strongly disagree	1	2	3	4	5	Strongly agree
BAS3	I associate the Clover Tropika brand with the TV show "Tropika Island of Treasure"	Strongly disagree	1	2	3	4	5	Strongly agree
BAS4	The Clover company ensures that the Tropika brand has credibility	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION G

POSITIVE BRAND EXTENSION PERCEPTION

Below are statements about brand extension perception, you are requested to indicate the extent to which you agree or disagree with the statements below by ticking the appropriate number provided:
1=strongly disagree 2= disagree 3= moderately agree 4= agree 5= strongly agree
Tick only one number for each statement.

PBE1	I think Tropika is as good as any other Clover product	Strongly disagree	1	2	3	4	5	Strongly agree
PBE2	I think Tropika delivers great quality	Strongly disagree	1	2	3	4	5	Strongly agree
PBE3	I would choose Tropika over other competitors	Strongly disagree	1	2	3	4	5	Strongly agree
PBE4	I like Tropika because of Tropika Island of Treasure	Strongly disagree	1	2	3	4	5	Strongly agree

by completing this questionnaire and putting it into the box provided, this can be taken to mean that you consent to participate in this study

THE END- Thank You!

APPENDIX B: PERMISSION LETTER – CLOVER SA (PTY) LTD



Clover S.A (Pty) Ltd
Reg. No 1994/001064/07

HEAD OFFICE (ROODEPOORT)
Clover Park, 200 Constantia Drive
Constantia Kloof, Roodepoort, 1709
South Africa

PO Box 6161
Weltevredenpark, 1715

Tel: +27 11 471 1400
Fax: +27 11 471 1504

Rugby Street
1 Clifton Dunes
Weltevreden Park
1705

Dr Miss Phethokuhle Madlala

RE: Feedback on the application to conduct research using the Clover Tropika Brand: "Anticedents to Brand Attitude and Brand Awareness on the Overall Brand Equity: A Consumers Perspective on the Clover Tropika Brand"

It is with pleasure to inform you that your request to conduct research on the above topic has been approved.

Your attention is drawn to the following

- It is expected that you will get explicit consent from any participants
- It is your responsibility to make arrangement for interviewing with potential customers in this case by means of mall intercepts
- The researcher should be prepared to assist in the interpretation and implementation of the study recommendation where possible

Thank you for your application and interest to conduct research through the Clover Tropika Brand

Brand Group Manager

2017-08-10

APPENDIX C: PERMISSION LETTER SOUTHGATE MALL

Rugby Street

1 Clifton Dunes

Weltevreden Park

1705

Dear Miss Phethokuhle Madlala

Wits Student No. 367210

RE: feedback on the application to conduct research @Southgate mall premises.

It is with pleasure to inform you that your request to conduct research has been approved.

Your attention is drawn to the following

- It is expected that you will get explicit consent from participants
- It is your responsibility to make arrangements for interviewing with potential customers in this case by means of mall intercepts
- The researcher is to inform Southgate Mall 6 weeks prior research conduct & get approval on the research data collection date
- The researcher should be prepared to assist in the interpretation of the study where possible

Thank you for your application and interest to conduct research at Southgate Mall.

Kind regards,

PHILI MTSALI -Marketing Manager : Date 11 March 2018

Cnr Rifle Range Road & Columbine Ave, Mondeor. Tel 011 942 1061

APPENDIX D: PERMISSION LETTER – MAPONYA MALL

MAPONYA MALL
The SOUL of SOWETO

REDEFINE PROPERTIES

Rugby Street
1 Clifton Dunes
Weltevreden Park
1705
Monday, April 09, 2018

Dear Miss Phethokuhle Madlala
Wits Student No. 367210

RE: feedback on the application to conduct research @Maponya Mall premises.
It is with pleasure to inform you that your request to conduct research has been approved.
Your attention is drawn to the following

- It is expected that you will get explicit consent from participants
- It is your responsibility to make arrangements for interviewing with potential customers in this case by means of mall intercepts
- The researcher is to inform Maponya Mall 6 weeks prior research conduct & get approval on the research data collection date
- The researcher should be prepared to assist in the interpretation of the study where possible

Thank you for your application and interest to conduct research at Maponya Mall

Regards

REDEFINE PROPERTIES

PERTUNIA TSOTETSI
Marketing Manager
Telephone 011 938 4448 | Facsimile 011 446 3406
Pertuniat@redefine.co.za

We're not landlords. We're people.

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*Non Executive

APPENDIX E: CONFIRMATION OF PROOF READING

CONFIRMATION OF PROOFREADING

This serves to confirm that I have proofread this thesis and have made the necessary corrections and emendations:

Leveraging on the Parent Brand Image to Build Brand Extensions: A Consumer's Perspective on the Clover Tropika Brand in Emerging Economic Areas

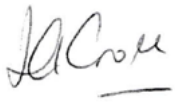
By

Phethokuhle Madlala

I have been proofreading articles, Honours, Masters and Doctoral dissertations, research reports and theses for the past 13+ years for, *inter alia*, the following institutions: University of the Witwatersrand; GIBS; University of Cape Town; Milpark; Mancosa; University of KwaZuluNatal; University of Johannesburg; Unisa; Tshwane University of Technology; Stellenbosch University; Henley Business School, and, more recently, the Da Vinci Institute.

I have also undertaken proofreading for publishers, such as Oxford University Press and Juta & Company, companies, institutions and non-governmental organisations.

I have a major in English, and excellent knowledge of Afrikaans.



APPENDIX F: ETHICAL CLEARANCE CERTIFICATE

Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Madlala

CLEARANCE CERTIFICATE	**PROTOCOL NUMBER: H18/05/08**
PROJECT TITLE	Leveraging on the parent brand image to build brand extensions: A consumers' perspective on the Clover Tropika brand in emerging economic areas
INVESTIGATOR(S)	Miss P Madlala
SCHOOL/DEPARTMENT	School of Economic and Business Science/
DATE CONSIDERED	18 May 2018
DECISION OF THE COMMITTEE	Approved
EXPIRY DATE	02 August 2021

DATE 03 August 2018 **CHAIRPERSON** _____
(Professor J Knight)

cc: Supervisor : Dr A Chivandi and Dr E Maziriri

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**

_____ _____/_____/_____
Signature Date