

Impact of self and temporal construal on brand categorization and extension evaluation

BY

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Abstract

Instead of using all information, consumers often use only the one that is most readily accessible for arriving at a decision. This is known as knowledge accessibility in decision making. This dissertation examines the role of two situational factors, the self and the temporal construal, on the accessibility of brand associations, i.e. the knowledge that consumers store about a brand, on brand extension evaluation, brand categorization and the redounding effects of extension failure and success.

Essay 1 shows that by increasing the match between the extension type (prototype or exemplar) and audience characteristic (independent versus interdependent self-construal), a firm can bolster its extension's success. In a series of studies, it became apparent that people with independent and interdependent self-construals respond differently to the type of brand extension as well as information about an extension's success or failure. Independent evaluates a prototype-based extension more favorably than interdependents; the reverse is true for an exemplar-based extension. When they consider negative information about extension failure, independents evaluate the parent brand significantly more unfavorable than the control group. For interdependents though, the negative impact is limited to the most accessible exemplar only (not the parent brand). Similar results emerge for brand enhancement with positive information about an extension's success. These results are consistent with the different accessibility of prototype and exemplar brand associations across different forms of self-construals.

Essay 2 shows that the accessibility of brand associations changes with temporal construal of an individual. Exemplars of a brand, e.g. products associated with a brand, are more readily accessible to individuals with near temporal construal, while prototypes, e.g. beliefs associated with a brand, are more readily accessible to individuals with distant temporal

construal. A series of studies showed that the different accessibility of exemplar and prototype associations across temporal construal influence brand categorization, i.e. grouping of two or more brands into a category and brand extension evaluation. Moreover, individuals in different temporal construal also invoke different evaluative processes for evaluating an extension, which is determined by the differential accessibility of the brand associations across different temporal construals.

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Essay 1: Self-Construal and Brand Extension Evaluation, Dilution, and Enhancement

INTRODUCTION

A brand manager for a global brand of a multinational fast moving consumer goods company is considering a brand extension. She faces two dilemmas: First, she needs to decide whether to position a planned extension on the basis of its attributes (generalized imagery) or on the basis of its fit with the flagship product of the brand. Second, she needs to know if the type of positioning is likely to affect the potential success of the extension in different markets. If so, she might roll out the extension first in those markets where the extension is most likely to succeed. Unfortunately, extant literature offers little help in resolving her dilemmas.

Scenarios such as these are ubiquitous, in that more than 80% of new product introductions are extensions (Simms 2005). Brand extensions are cheaper to develop and far less risky than radically new products (Keller 2003). Assuming that the parent brand has positive equity, an extension's success or failure depends in part on how it is positioned and, if the extension is introduced globally, how it is received across multiple cultures.

An extension can be positioned as an *exemplar fit*—defined as “the level of consistency between a brand extension and an existing product of the brand”—or a *prototype fit*—“the level of consistency between a brand extension and the generalized imagery of the brand” (Mao and Krishnan 2006, p. 42). For example, Johnson & Johnson could position a new extension, say, bath oil, by associating it with its concrete baby shampoo brand—the main exemplar for which Johnson & Johnson is famous. Alternatively, it could position the new offering by emphasizing the extension's softness and thus aligning it with the prototypical quality of most Johnson & Johnson products.

Which of these two positionings is more likely to succeed depends on the accessibility of existing brand associations (e.g., the concrete image of the baby shampoo bottle versus the prototypical softness of Johnson & Johnson products) held in the target customer's memory (Ng and Houston 2006). But what determines the accessibility of either the concrete exemplar or the abstract prototype information? After all, a target customer, whether by direct usage or vicarious exposure, has both types of associations in her or his memory. The answer may lie in the

customer's cultural background, which governs a person's self-view or self-construal (Ahluwalia 2008; Monga and John 2007). Self-construal is the way one sees oneself with respect to others (Markus and Kitayama 1991). North Americans generally have an independent self-construal, which means, they tend to perceive themselves as separate and unique from others.

Comparatively, East Asians define their selves as “inextricably and fundamentally embedded within a larger social network” (Gardner, Gabriel, and Lee 1999, p. 321) of roles and relationships, in line with their interdependent self-construal.

Self-construal predisposes people to process information in a characteristic way, such that certain types of information are more salient and readily accessible in memory, and they are more receptive to a particular type of extension—either a prototype fit or an exemplar fit. Yet this interaction between self-construal and type of positioning has not received much attention in prior literature, despite exhortations to examine this relationship (Ng and Houston 2006).

Although marketers know that positive (negative) effects of a successful (failed) extension redound on the parent brand—in the form of either general affect transfer or the strengthening/weakening of one or more specific parent brand beliefs—research on this topic is virtually nonexistent, and only one study (Ng 2010) investigates the impact of self-construal on the redounding effects of an extension; no studies examine these effects on specific exemplars associated with the brand.

In view of the staggering size of brand extension efforts—both the number of extensions and the costs associated with them—and failure rates of 50% to 60% (Vasek 2002), these issues are of pivotal strategic importance. Resolving them could not only shape an extension's introduction strategy, including the choice of extension type (exemplar versus prototype) but also pinpoint the markets where an extension type is more likely to succeed.

I study the interaction between the extension type and the customer's cultural background as manifest in self-construal. Noting differences in the characteristic modes of cognition across people with different self-construals, I contend that the effects of the success or failure of an extension on the brand are moderated by individual self-construal. Specifically, I expect that (1) those with independent self-construals (hereafter independents) favor a prototype-based extension, whereas those with interdependent self-construals (hereafter interdependents) favor an exemplar-based extension, and (2) the failure (success) of an extension redounds only on the attitude toward the parent brand among independents, but it affects the most accessible exemplar (flagship product) for interdependents.

In the ensuing pages, I review relevant literature, develop several hypotheses, report the findings of three studies that I conducted to test them, and discuss the theoretical and managerial implications of our findings, as well as identify some issues for further research.

THEORETICAL FRAMEWORK

Brand Extension Fit, Accessibility of Brand Associations, and Extension Evaluation

Some extensions are positioned as exemplar fits, others as prototype fits. An "exemplar" fit attempts to pair an extension with one of the existing products of the brand (Mao and Krishnan 2006). Such an association could be established in many ways, such as product-feature similarity (e.g., Heinz tomato puree, for which the consistency of Heinz tomato ketchup is relevant in the extension context; Park, Milberg, and Lawson 1991) or product category fit (e.g., Heinz tomato juice, for which the extension is similar to the product category that Heinz stands for, namely, tomatoes; Boush and Loken 1991). A "prototype" fit instead attempts to associate

the extension to one or more prototypical beliefs about the parent brand (Mao and Krishnan 2006). For example, Broniarczyk and Alba (1994) suggest extending the “sweet” characteristic of the parent brand, Froot Loops, to a lollipop offering. Because the most accessible or easy to retrieve brand association plays a disproportionate role in a consumer’s decision-making process (Ahluwalia and Gürhan-Canli 2000; Feldman and Lynch 1988; Wyer 2008), the odds of an extension’s success increase if the positioning matches the most accessible association (exemplar or prototype) in the target consumer’s memory.

Brand association accessibility depends on a person’s characteristic mode of cognition, which in turn reflects her or his cultural background (Ng and Houston 2006). Self-construal, or the characteristic way of looking at oneself compared with others in the milieu (Markus and Kitayama 1991), can be either independent or interdependent. With an independent self-construal, common to the members of the Western cultures, a person defines him-or herself as separate from others; with an interdependent self-construal, the person considers him-or herself connected to others. Independents tend to adopt an analytical processing mode, whereas interdependents adopt a holistic processing mode (Nisbett, Peng, Choi, and Norenzayan 2001). Analytical processing favors easier accessibility of the prototype associations, but the holistic mode favors easier accessibility of the exemplar associations (Ng and Houston 2006). It is this interplay of cultural background and its impact on the accessibility of the various brand associations and brand extension success that I explore in greater detail.

Cultural Background and Brand Extension Success

According to Nisbett et al. (2001, p. 293), the analytical processing mode “involves a detachment of the object from its context,” whereas the holistic processing mode involves an

“orientation to the context or field as a whole, including attention to relationships between a focal object and the field, and a preference for explaining and predicting events on the basis of such relationships.” For those who employ an analytical processing mode, the process of decontextualizing an event or an object from its context leads to the storage of more context-independent, abstract beliefs about an object or event. For those who employ a holistic processing mode, the process of thinking about an object or person with reference to some specific context leads to the storage of more concrete and context-bound examples (Cousins 1989; Kühnen, Hannover, and Schubert 2001). Thus, independents might remember John as a generous person (a trait or abstract concept), and interdependents may remember him as one who lends money when they run out or who gives them presents when he visits, which are context-bound, concrete examples of the abstract concept (“John being generous”). Thus, it would appear that independents are more prone to access the prototype of John (generous) when the concept of John is activated in their memory, whereas interdependents are more prone to accessing exemplars of John (“John lends us money”) in such a situation.

Extending the analogy to a branding context, the differences in the modes of cognition should lead to the differential accessibility of the various brand associations for consumers with different self-construals. Ng and Houston (2006) empirically demonstrate this difference, and I extend their work by reasoning that self-construal and extension positioning interact in a predictable manner. Independents, for whom the prototype of the brand is more accessible than exemplars, should evaluate a prototype-based extension more favorably. Interdependents, in contrast, have easier access to exemplars of a brand and, therefore should evaluate an exemplar-based extension more favorably. As an illustration, consider Sony launching an extension of a tablet PC to compete directly with Apple’s iPad. If our reasoning is valid, *ceteris paribus*, the

extension will achieve greater success among independents if Sony emphasizes its style and innovation, whereas emphasizing the laptop will likely lead to success with interdependents.

I formally propose:

H_{1a}: For an extension positioned on the most accessible prototype of the brand, independents will evaluate the extension more favorably than interdependents.

H_{1b}: Independents will evaluate an extension positioned on the most accessible prototype of a brand more favorably than an extension positioned on the most accessible exemplar of the brand.

H_{2a}: For an extension positioned on the most accessible exemplar of the brand, interdependents will evaluate the extension more favorably than independents.

H_{2b}: Interdependents will evaluate an extension positioned on the most accessible exemplar of a brand more favorably than an extension positioned on the most accessible prototype of the brand.

Brand Dilution and Culture

It takes years of effort and huge investments to build brand equity. Therefore, it becomes a management imperative to maintain and enhance the equity associated with strong brands (Keller and Sood 2003). Successful brand extensions add to company profits and strengthen brand equity. Failed extensions not only cost the company money but also besmirch the equity of the parent brand. A series of brand extension failures risks wiping out the entire equity associated with the brand (Gibson 1990). Prior research has looked into the negative impact of a brand extension failure on the parent brand (e.g., John, Loken, and Joiner 1998; Loken and John 1993), but we know little about the differential effects of an extension's failure on the parent brand and the various exemplars associated with it.

Several studies document how an extension failure leads to brand dilution, including the loss of positive equity associated with the parent brand (Loken and John 1993), measured in terms of weakened brand beliefs whether as the overall attitude toward the parent brand (Ahluwalia and Gürhan-Canli 2000; Gürhan-Canli and Maheswaran 1998), or the specific

beliefs associated with the parent brand (John, Loken, and Joiner 1998). The only exception (which failed to find brand dilution in the face of extension failure) measured dilution in terms of the specific beliefs associated with the most accessible exemplar (Johnson & Johnson shampoo) or the flagship product of the brand, defined as “the most visible embodiment of the brand name, serving as a concrete example of everything important that the brand name stands for” (John, Loken, and Joiner 1998, p. 45).

Prior studies, with the exception of Ng (2010), have one thing in common: participants are all from North America, i.e. independents, whose characteristic mode of cognition likely is analytical. Based on our inference that modes of cognition encourage the accessibility of certain types of brand associations, I expect a complete reversal of previous results among interdependent participants, for whom, only the attitude associated with the most accessible exemplar would be diluted, without concomitant negative effects on overall attitude toward the parent brand. Recent evidence shows that attitude toward a brand is not only dependent on the beliefs associated with the parent brand but also on the evaluation of the exemplars associated with the brand (Loken, Joiner, and Peck 2002; Ng and Houston 2006).

Whether the beliefs about the parent brand or the exemplars associated with it are more accessible depends, of course, on contextual factors (Ajzen 2001; Wood 2000). Independents more readily retrieve brand beliefs when forming an overall attitude toward a parent brand, while interdependents retrieve the exemplars associated with the brand for that purpose (Ng and Houston 2006). In line with our discussion about the accessibility of representations, I expect that only the most accessible cognitive representation of the attitude toward a brand suffers dilution in the face of an extension’s failure. Therefore,

H_{3a}: The failure of an extension will dilute independents’ overall attitude towards the parent brand.

H_{3b}: The failure of an extension will not dilute the independents' attitude toward the most accessible exemplar.

H_{4a}: The failure of an extension will dilute interdependents' attitude towards the most accessible exemplar.

H_{4b}: The failure of an extension will not dilute interdependents' overall attitude toward the parent brand.

Brand Enhancement and Culture

The success of an extension enhances attitudes toward the parent brand (Ahluwalia and Gürhan-Canli 2000; Lane and Jacobson 1997; Ng 2010). But what about the positive effects of an extension's success on overall attitude toward the parent brand and exemplars of the brand, particularly the most accessible exemplar (e.g., shampoo for Johnson & Johnson, TV for Sony, iPod for Apple)? Because independents more readily retrieve their attitude toward the parent brand, whereas interdependents more readily retrieve attitude toward the exemplars, I propose:

H_{5a}: The success of an extension will enhance independents' overall attitude toward the parent brand.

H_{5b}: The success of an extension will not enhance independents' attitude toward the most accessible exemplar.

H_{6a}: The success of an extension will enhance interdependents' attitude toward the most accessible exemplar.

H_{6b}: The success of an extension will not enhance interdependents' overall attitude toward the parent brand.

I test these hypotheses, summarized in Table 1, in three studies. The first study tests the interaction between self-construal and the type of extension—that is, extensions based on the most accessible prototype or the most accessible exemplar of the brand (H₁ and H₂). Study 2, to test H₃ and H₄, examines the moderating role of self-construal on the negative impact of an extension's failure—on either the overall attitude toward the parent brand or the most accessible exemplar associated with the brand. Finally, the test of H₅ and H₆ in Study 3 considers the

moderating effect of self-construal on the impact of an extension's success on the enhancement of overall attitudes toward the parent brand and the most accessible exemplar of the brand.

Insert Table 1 about here

PRETESTS: IDENTIFYING BRAND AND EXTENSIONS

Following Mao and Krishnan (2006), I chose Johnson & Johnson as the stimulus brand, because it is associated with both well-established prototypes and exemplars. I conducted five pretests with a total of 224 research participants to develop the stimuli for our experiments and rule out probable confounds (see the Appendix). Results of the pretests are summarized below.

From the first pretest (n = 35), I learned that “soft” is the most accessible prototype and “shampoo” the most accessible exemplar for Johnson & Johnson. Pretest 2 (n = 110) suggested the design of two fictitious extensions of Johnson & Johnson: Johnson & Johnson fabric softener as an extension based on the accessible soft prototype and Johnson & Johnson hair color as an extension of the most accessible shampoo exemplar. Pretest 3 (n = 24) showed no significant difference in attitudes toward the Johnson & Johnson parent brand and its most accessible exemplar. Pretest 4 (n = 30) was designed to determine if the familiarity levels for Johnson & Johnson parent brand and its most accessible exemplar differed; the results showed no significant difference between the two. Finally, Pretest 5 (n = 25) established the effectiveness of two priming manipulations, the Sumerian warrior story and the pronoun circling task, used in our studies. Specifically, independent primes lead to greater accessibility of self-related thoughts than interdependent primes, and interdependent primes lead to greater accessibility of other-

related thoughts than the independent primes. Following Ahluwalia (2008), I used both the primes in our subsequent studies.

On the basis of these pretests, I selected Johnson & Johnson as the experimental brand and the two extensions—Johnson & Johnson fabric softener and Johnson & Johnson hair color—as the experimental brand extensions for all three studies. The pretests confirmed that student populations were aware of this brand and considered the extension categories relevant to them.

STUDY 1: FAVORABILITY OF BRAND EXTENSIONS ACROSS CULTURES

Method: Design, Procedure, and Variables

A 2 (self-construal: independent versus interdependent) \times 2 (nature of extension: prototype- versus exemplar-based) between-subjects design ($n = 169$) was used. Students from a large Midwestern U.S. university completed the study for partial fulfillment of course credit. Following prior research (Ahluwalia 2008), I told participants that they would be participating in a series of unrelated studies.

The first part of the study manipulated the self-construal of the participants. In the second part, they evaluated a new product (fictitious extension) from Johnson & Johnson by responding to a series of questions. They also listed the thoughts that went through their minds while they were evaluating the brand extensions. Next, participants indicated what they thought the purpose of the study was, after which they were debriefed and thanked.

Independent variables. I primed research participants' self-construal using two extensively-employed priming techniques (Oyserman and Lee 2008): the Sumerian warrior story (Trafimow, Triandis, and Goto 1991) and the pronoun circling task (Brewer and Gardner 1996).

Pretest 5 showed that these methods combined to create an effective manipulation. Johnson & Johnson fabric softener and Johnson & Johnson hair color served as the most accessible prototype- and exemplar-based brand extensions, respectively (see Appendix, pretest 2).

Dependent variable. Participants rated the extensions from Johnson & Johnson on a seven-point, three-item scale: “unfavorable/favorable,” “bad/good,” and “dislike/like” (Ng and Houston 2006). A three-item, seven-point scale measured their purchase intentions: “Would you like to try (the name of the extension)?”, “Would you buy (the name of the extension) if you happened to see it in the store?”, “Would you actively seek out (the name of the extension) in a store in order to purchase it?” all anchored on, “No, definitely not/ Yes, definitely” (Baker and Churchill 1977).

Covariates. Following prior research (Ahluwalia 2008), I used the following covariates: believability of the extension, measured on a seven-point scale (“not believable/believable”) and attitude toward the brand (A_{BR}). Attitude toward the most accessible exemplar (A_{EX}) was also included as a covariate to rule out any difference in the favorability of the brand and the exemplar as a possible confound. I measured A_{BR} and A_{EX} on a seven-point scale (“poor/excellent”).

Results

To facilitate the reporting of results, I have used five abbreviations: IND = independents, INT = interdependents, PR = prototype, EX = exemplar and BR = brand, in the Methods and Results sections only.

Analysis of covariance (ANCOVA) with extension evaluation as the dependent variable and A_{BR} , A_{EX} , and believability of the extensions as covariates showed a significant interaction

of extension type and self-construal ($F(1, 162) = 12.79, p < .01$). Only one covariate, A_{BR} , was statistically significant ($p < .05$).

Planned contrasts revealed the following: Independents (IND) evaluated the extension based on the most accessible prototype of the brand (fabric softener = PR) more favorably than interdependents (INT) ($M_{IND\ PR} = 5.09 (.88)$ versus $M_{INT\ PR} = 4.44 (1.08)$, $t(1, 162) = 3.42, p < .01$, Cohen's $d = .70$), in support of H_{1a} . Moreover, independents like prototype-based extensions (PR) more than the exemplar-based ones (EX) ($M_{IND\ PR} = 5.09 (.88)$ versus $M_{IND\ EX} = 3.73 (.96)$, $t(1, 162) = 7.15, p < .01$, Cohen's $d = 1.48$), in support of H_{1b} .

Interdependents instead prefer the exemplar-based extension (Johnson & Johnson hair color) more than independents ($M_{INT\ EX} = 4.37 (1.08)$ versus $M_{IND\ EX} = 3.73 (.96)$, $t(162) = 3.36, p < .01$, Cohen's $d = .69$), in support of H_{2a} . However, for interdependents and contrary to H_{2b} , there is no significant difference between the favorability of the exemplar- and prototype-based extensions ($M_{INT\ EX} = 4.37 (1.08)$ versus $M_{INT\ PR} = 4.44 (1.08)$, $t(162) = 0.35, p > .10$). In Table 2, I summarize the results of Study 1.

Insert Table 2 about here

In summary, independents evaluated the prototype fit extension more favorably than the exemplar fit extension. In contrast, interdependents evaluated these extensions equally. I observed a similar pattern of results for purchase intention.

Process Evidence

The accessibility of brand associations can be determined by the frequency (number of brand associations listed) and primacy (whether the first two thoughts contained a brand association) of brand associations provided by participants (Ahluwalia and Gürhan-Canli 2000).

If the accessibility of brand associations influences the evaluation of the extensions, I expect the following: (1) Independents (interdependents) list a greater number of prototype (exemplar) than exemplar (prototype) associations, and (2) for the first two thoughts listed, more independents (interdependents) list prototype (exemplar) associations than exemplar (prototype) associations.

Two independent judges coded the brand associations as exemplars or prototypes (interrater reliability = 91.8%, differences resolved through discussions). For example: “Johnson & Johnson stands for high quality at a decent price” was classified as a prototype association, whereas “Johnson & Johnson is known for shampoo” was coded as an exemplar association.

Paired sample t-tests revealed that independents listed more prototype than exemplar associations ($M_{PR} = .54(.76)$ versus $M_{EX} = .20 (.40)$, $t(83) = 3.47, p < .01$). However, there was no significant difference between the number of prototype and exemplar associations listed by interdependents ($M_{PR} = .29(.50)$ versus $M_{EX} = .32(.58)$, $t(84) = 0.42, p > .10$).

For the primacy related analysis I included participants who listed prototype and exemplar associations in their first two thoughts. The primacy of brand associations did not vary with self-construal of the participants ($\chi^2(1) = .32, p > .10$). In Table 3, I provide a summary of the content and primacy of thoughts for Study 1.

Insert Table 3 about here

Discussion

The results of Study 1 indicated that priming self-construal (e.g., independent) led to the activation of cognitive representations (e.g., brand associations) that were semantically connected (e.g., abstract associations) to the primed self-construal (Ng and Houston 2006). Consequently, independents evaluated a prototype-based extension more favorably than an exemplar-based extension. Because the accessibility of prototype and exemplar associations of a

brand did not vary for interdependents, there was no difference in their evaluations of prototype- and exemplar-based extensions.

Contrary to our expectations, the accessibility of the exemplar and prototype associations did not vary for interdependents, though this finding was not inconsistent with previous findings. Ng and Houston (2006) show that for interdependents, beliefs about a brand (prototype) are not directly attached to the brand; rather they attach indirectly through an existing product (exemplar). For example, the belief that Volkswagen is stylish is not directly associated with the brand; it is indirectly associated to the brand through the Beetle. Interdependents will reason that Volkswagen is stylish because the product associated with it, Beetle, is stylish. Thus, the belief associated with a product gets transferred to the brand.

For a well-established brand like Johnson & Johnson, it is likely that beliefs about softness are closely associated with the most accessible exemplar (shampoo), which makes the prototype (soft) and the exemplar (shampoo) of the brand equally accessible to interdependents. Thus for interdependents, there was no significant difference in the extension evaluation based on the prototype versus the exemplar of the brand. Moreover, writing about the exemplar associations in the thought-listing task may have encouraged these participants to access prototype beliefs associated with the exemplars (Ng and Houston 2006).

With studies 2 and 3, I test the robustness of the impact of the differential accessibility of brand associations on brand evaluation in two other important aspects: reciprocal effects of extension failure (Study 2) and success (Study 3).

STUDY 2: REDOUNDING EFFECT OF EXTENSION FAILURE

Method: Design, Procedure, and Variables

Study 2 was a 2 (self-construal: independent versus interdependent) \times 2 (nature of extension failure: prototype- versus exemplar-based) between-subjects design with a control group. Student participants completed the studies for partial fulfillment of course credit. Study 2a ($n = 73$) and 2b ($n = 71$) focused on the dilution of A_B and A_{EX} , respectively. The controls for Studies 2a and 2b were A_B ($n = 25$) and A_{EX} ($n = 25$), respectively. These separate studies helped us avoid the contamination effect of measuring A_B before A_{EX} , and vice versa.

The general procedure followed in Studies 2a and 2b was similar. Participants were told that they would take part in a series of unrelated studies. Then, following the two self-construal priming manipulations from Study 1, participants were shown two fictitious news articles, one from *The New York Times* and the other from *The Wall Street Journal*. (In the control condition, participants did not read any articles.) The news articles discussed the extensions introduced by Johnson & Johnson. The extensions were portrayed as inferior to mediocre brands in the product category, such that Johnson & Johnson had to withdraw them from the market. The description gave no specific reasons (e.g., “the fabric softener was very rough on the clothes”) for the failure but instead offered general terms of failure. I chose this method because I was interested in seeing how the failure of an extension dilutes the overall attitude toward the parent brand and the most accessible exemplar, rather than the dilution of any specific belief associated with them. Further, I considered only the valence of the news to explore the redounding effects of extension failure (success) and thereby did not expect any effect of the nature of extension failure

(success)—prototype-versus exemplar-based—in the process (Ahluwalia and Gürhan-Canli 2000).

After seeing the news articles, participants evaluated either the Johnson & Johnson brand (Study 2a) or the most accessible exemplar, Johnson & Johnson shampoo (Study 2b). In line with suggestions by Ng and Houston (2006), participants responded to, “What is your evaluation of the Johnson & Johnson brand in general?” in Study 2a and “What is your evaluation of the Johnson and Johnson shampoo in particular?” in Study 2b.

Participants then rated the believability and persuasiveness of the news articles and listed thoughts that went through their mind during the evaluation of either the brand or the shampoo. Two other items asked about the believability of the extensions and the involvement of the participants with the product categories into which the brand extended (fabric softener and hair color). Finally, the participants were asked about the purpose of the study, debriefed, and thanked.

The independent variables were the self-construal of the individual participant (manipulated) and the failure of the prototype-and exemplar-based extensions. The dependent variable was the evaluation of the Johnson & Johnson brand in general (Study 2a) and the evaluation of Johnson & Johnson shampoo in particular (Study 2b), measured with a three-item, seven-point scale (“favorable/unfavorable”, “bad/good”, “dislike/like”) (Ng and Houston 2006).

Results

In neither study were there significant differences in the believability of the news articles, persuasiveness of the news articles, involvement in the product categories, or believability of the new product across self-construals (all $F_s < 1.0$).

I used Dunnett's (1955) t-test to test the dilution of the brand and the most accessible exemplar from the control condition.

Study 2a: Parent brand dilution. When the extensions failed, dilution of A_B occurred for independents, whether prototype-based ($M_{\text{Control}} = 5.21 (.82)$ versus $M_{\text{IND}} = 3.29 (.93)$, $t(93) = 6.62$, $p < .01$ Cohen's $d = 1.93$) or exemplar-based ($M_{\text{Control}} = 5.21 (.82)$ versus $M_{\text{IND}} = 3.14 (1.33)$, $t(93) = 6.90$, $p < .01$, Cohen's $d = 2.09$), in support of H_{3a} . However, for interdependents, there was no dilution of A_B from the failure of either prototype-based ($M_{\text{Control}} = 5.21 (.82)$ versus $M_{\text{INT}} = 4.57 (.80)$, $t(93) = 2.13$, $p > .10$), or exemplar-based ($M_{\text{Control}} = 5.21 (.85)$ versus $M_{\text{INT}} = 5.19 (1.05)$, $t(93) = .06$, $p > .10$) extensions, in support of H_{4b} .

Study 2b: Most accessible exemplar dilution. When the extensions failed, dilution of A_{EX} occurred for interdependents in both prototype-based ($M_{\text{Control}} = 5.08 (.82)$ versus $M_{\text{INT}} = 4.05(1.35)$, $t(91) = 3.32$, $p < .01$, Cohen's $d = 1.00$) and exemplar-based ($M_{\text{Control}} = 5.08 (.82)$ versus $M_{\text{INT}} = 2.85(1.16)$, $t(91) = 7.19$, $p < .01$, Cohen's $d = 2.16$) contexts, in support of H_{4a} . However, for independents, there was no dilution of the most accessible exemplar from either the failure of prototype ($M_{\text{Control}} = 5.08 (.82)$ versus $M_{\text{IND}} = 4.84(.84)$, $t(91) = .77$, $p > .10$) or exemplar-based ($M_{\text{Control}} = 5.08 (.82)$ versus $M_{\text{IND}} = 4.88(.84)$, $t(91) = .64$, $p > .10$) extension, in support of H_{3b} . Table 4 contains the cell means; Table 1 includes a summary of the hypotheses and results of Study 2.

Insert Table 4 about here

Process Evidence

As in Study 1, the listed brand associations were coded as either prototype or exemplar (interrater reliability 89.32%, differences resolved through discussion). If the most accessible

cognitive representation of attitude toward a brand was diluted by extension failure, the frequency and primacy of the brand associations listed by the participants should follow a particular pattern: (1) Independents (interdependents) should list a greater number of prototype (exemplar) than exemplar (prototype) associations, and (2) for the first two thoughts listed, a larger proportion of independents (interdependents) should list prototype (exemplar) associations than exemplar (prototype) associations.

Paired sample t-tests revealed that in both the studies, independents listed more prototype than exemplar associations ($M_{PR} = .31(.47)$ versus $M_{EX} = .10(.31)$, $t(37) = 2.08$, $p < .05$ for Study 2a; $M_{PR} = .51(.61)$ versus $M_{EX} = .20(.40)$, $t(34) = 2.58$, $p < .05$ for Study 2b). In contrast, interdependents listed more exemplar than prototype associations ($M_{PR} = .14(.35)$ versus $M_{EX} = .54(.61)$, $t(34) = 2.91$, $p < .05$ for Study 2a; $M_{PR} = .02(.16)$ versus $M_{EX} = .50(.81)$, $t(35) = 3.35$, $p < .05$ for Study 2b).

For the primacy related analysis, I included participants who listed prototype and exemplar associations in their first two thoughts. The interaction between the type of brand associations listed and self-construal of the individual was significant in both studies ($\chi^2(1) = 5.76$, $p < .05$, Study 2a; $\chi^2(1) = 11.97$, $p < .01$, Study 2b). Thus, the most accessible brand associations drove the evaluation process of the effects of extension failure. I summarize the content and primacy of thoughts for Study 2 in Table 5.

Insert Table 5 about here

Discussion

The results of Study 2 demonstrate that the dilution of overall attitude toward the parent brand and the most accessible exemplar of the brand are a function of the accessibility of

different brand associations. For independents, the prototype associations were more accessible than the exemplar associations, resulting in dilution of only A_B . Similarly, for interdependents, the greater accessibility of the exemplar associations led to the dilution of only A_{EX} . Effect sizes in both studies are large (Cohen 1988) suggesting that self-construal had a very strong impact on the evaluation of A_B and A_{EX} , in different study conditions.

Moreover, consistent with Ahluwalia and Gürhan-Canli (2000), the results of Study 2 also showed in conditions of high accessibility—when the parent brand and the exemplar were evaluated immediately after getting exposed to the extension news—it was *only* the valence of the extension news (negative) and not the nature of the extension failure (prototype versus exemplar-based) that participants considered for evaluative purposes. Consequently, the negative impact of extension failure did not vary with the nature of extension.

STUDY 3: REDOUNDING EFFECTS OF EXTENSION SUCCESS

In Study 3, I investigated how individual self-construal moderates the impact of extension success on the overall attitude toward the parent brand and the most accessible exemplar. The procedure was similar to that for Study 2, except that the extension news story recounted a success rather than failure. As in Study 2, the description of extension success used general terms, without attributing the success to any specific reason.

Method: Design, Procedure, and Variables

Study 3 was a 2 (self-construal: independent versus interdependent) \times 2 (nature of extension success: prototype- versus exemplar-based) between-subjects design. I conducted Study 3a ($n = 59$) and 3b ($n = 66$) to consider enhancements of A_B and A_{EX} , respectively. The

control for Studies 3a and 3b were A_B and A_{EX} , respectively, same as Study 2. Student participants completed the studies as partial fulfillment of course credit. Separate studies helped avoid the contamination effect of measuring A_B before A_{EX} , and vice versa.

The independent variables were individual self-construal (manipulated) and the success of prototype-and exemplar-based extensions. The dependent variable A_B , represented the evaluation of the brand in general (Study 3a), and A_{EX} , was the evaluation of the most accessible exemplar in particular (Study 3b), measured by three-item, seven-point scales (“favorable/unfavorable”, “bad/good”, “dislike/like”) (Ng and Houston 2006).

Results

As in Study 2, there were no differences (Studies 3a and 3b) in the believability or persuasiveness of the news articles across self-construal (all $F_s < 1$). Similarly, there were no significant differences in involvement with the product categories or the believability of the new product across different self-construal conditions (all $F_s < 1$).

Study 3a: Parent brand enhancement. The cell means appear in Table 6. I obtained the brand enhancement effect by contrasting the evaluation of the brand in the experimental groups with the control group. The impact of extension success on the evaluation of the brand varied across self-construals, such that A_B increased for independents when the extension was either prototype-based ($M_{Control} = 5.21 (.82)$ versus $M_{IND} = 6.29(.45)$, $t(79) = 4.28$, $p < .01$, Cohen’s $d = 2.2$) or exemplar-based ($M_{Control} = 5.21 (.82)$ versus $M_{IND} = 6.38(.54)$, $t(79) = 4.29$, $p < .01$; Cohen’s $d = 2.38$), in support of H_{5a} . However, there was no enhancement of overall attitude toward the parent brand for interdependents, due to the success of either a prototype ($M_{Control} = 5.21 (.82)$ versus $M_{INT} = 5.64(.84)$, $t(79) = 1.55$, $p > .10$) or exemplar-based ($M_{Control} = 5.21 (.82)$, $M_{INT} = 5.47(.67)$, $t(79) = .67$, $p > .10$) extension, in support of H_{6b} .

Study 3b: Most accessible exemplar enhancement. As I proposed in H_{6a}, enhancement of the most accessible exemplar, A_{EX}, occurred for interdependents, for both prototype-(M_{Control} = 5.08 (.82) versus M_{INT} = 6.04 (.56), t(86) = 3.03, $p < .01$; Cohen's $d = 1.37$) and exemplar-based (M_{Control} = 5.08 (.82) versus M_{INT} = 6.09 (.93), t(86) = 3.31, $p < .01$; Cohen's $d = 1.44$) extension success. However, there was no enhancement of attitude toward the most accessible exemplar for the independents, for either prototype-(M_{Control} = 5.08 (.82) versus M_{IND} = 5.04 (.70), t(86) = .16, $p > .10$) or exemplar-based (M_{Control} = 5.08 (.82) versus M_{IND} = 5.03(1.04), t(86) = .34, $p > .10$) extension success, in support of H_{5b}. I provide, in Table 6, the cell means, and in Table 1, summary of the hypotheses and results of Study 3.

Insert Table 6 about here

Process Evidence

As in previous studies, the associations listed were coded as either prototype or exemplar associations (interrater reliability 90.34%, any differences resolved through discussion). Refer to Table 7 for a summary of the content and primacy of thoughts for Study 3.

Paired sample t-tests revealed that in both studies, independents listed more prototype than exemplar associations (M_{PR} = .55(.78) versus M_{EX} = .06(.25), t(28) = 3.13, $p < .01$ in Study 3a; M_{PR} = .36(.78) versus M_{EX} = .09(.29), t(32) = 1.78, $p < .10$ in Study 3b). In contrast, interdependents listed more exemplar than prototype associations (M_{PR} = .16(.37) versus M_{EX} = .47(.73), t(29) = 1.87, $p < .10$ in Study 3a; M_{PR} = .06(.24) versus M_{EX} = .39(.70), t(32) = 2.46, $p < .01$ in Study 3b).

For the primacy related analysis, I included participants who listed prototype and exemplar associations in their first two thoughts. The analysis of the interaction between type of

brand associations listed and self-construal of the individual participants was significant in both the studies ($\chi^2(1) = 5.91, p < .05$, Study 3a; $\chi^2(1) = 8.06, p < .01$, Study 3b). I summarize the content and primacy of thoughts for Study 3 in Table 7.

Insert Table 7 about here

Discussion

As in Studies 1 and 2, the most accessible brand associations drove the evaluation process. Consequently, the greater accessibility of the prototype associations for independents led to the enhancement of only attitude toward the parent brand. In contrast, for interdependents, the greater accessibility of the exemplar associations led to the enhancement of only attitude toward the most accessible exemplar of the brand—its flagship product. The significant effect sizes measured by Cohen's *d* were all greater than .8 ("large" effects, Cohen 1988, p. 22) and mirrored the brand dilution results from Study 2.

GENERAL DISCUSSIONS AND IMPLICATIONS

That the success of an extension depends in large part on its fit with the parent brand is well established (Völckner and Sattler 2006). Prototypes (attributional) and exemplars (taxonomical) are the two most critical bases of fit (Ahluwalia 2008; Mao and Krishnan 2006). I identified three under researched areas in extant literature: (1) How success of a prototype- or exemplar-based extension varies as a function of the target audience's self-construal? (2) Is the flagship product always shielded from the reciprocal effects of extension failure? and (3) How does the success of an extension affect the flagship product? To that end, I undertook three

studies to explore the moderating role of self-construal in determining the success (failure) of prototype and exemplar extensions and their resulting impact on the parent brand and flagship product.

Study 1 showed that independents evaluated a prototype-based extension more favorably than interdependents while interdependents judged an exemplar-based extension more favorably than independents. These differences are driven by the differential accessibility of the prototype and exemplar brand associations, which in turn depend on the self-construal of the individual consumer.

Studies 2 and 3 also attested to the role of brand association accessibility in brand dilution and enhancement. The findings of both these studies followed a similar pattern, with the most accessible brand association determining the negative (dilution) and positive (enhancement) effects of extension failure and success. The significant effects in both studies were large in magnitude, which suggested that self-construal was a major determinant of participants' evaluations of the parent brand and the flagship product. For independents, the prototype associations were more accessible than the exemplar associations, with the accompanying effect of dilution (enhancement) of the parent brand only, provided the extension failed (succeeded). In contrast, for interdependents, the greater accessibility of the exemplar associations led to the dilution (enhancement) of only the most accessible exemplar of the brand.

I also found that information about the failure of an extension had a greater impact on the evaluation of the parent brand and the flagship product than information about the success of an extension. This result is consistent with previous findings—that is, negative information is more diagnostic or informative than positive information (Fiske 1980; Maheswaran and Meyers-Levy 1990). It is also interesting to note that the extent of dilution (enhancement) of the parent brand

for independents was similar to the amount of dilution (enhancement) of the flagship product for interdependents. Thus, the differential accessibility of the abstract and concrete associations of a brand across forms of self-construal not only determined the pattern of the reciprocal effects of extension failure (success) but also the magnitude of the effects; the most accessible representations—parent brand versus the flagship product—underwent similar levels of dilution (approximately 35% on average) and enhancement (approximately 23% on average).

Theoretical Implications

The results of our three studies contribute to theoretical aspects of brand extension literature in four crucial ways. First, Study 1 addresses Ng and Houston's (2006, p. 527) call to answer the question of "whether the independents will perceive greater fit for an extension that is attributionally versus taxonomically related to the parent brand?" By using a clear manipulation of prototype and exemplar fits, Study 1 establishes that independents perceive a greater fit for an extension attributionally (prototype fit) than taxonomically (exemplar fit) related to the brand. The interdependents do not vary in their evaluation of the extensions on these two dimensions of fit though, perhaps because retrieval of the flagship product might lead to the retrieval of the most prototypical belief associated with the brand.

Second, extant literature (John, Loken, and Joiner 1998) shows that failure of an extension does not affect beliefs associated with the flagship product. In Study 2 however, I find that reality is more complex. Consistent with John, Loken, and Joiner (1998), I find that for independents, the flagship product is not diluted as a result of extension failure. For interdependents however, the flagship product is diluted when an extension fails. Note that John, Loken and Joiner (1998) find that a flagship product is diluted only when the line extension of the flagship product fails. There may be other exceptions too. Our Study 2 reveals that the failure

of the hair color extension, which is not necessarily a line extension of Johnson & Johnson shampoo, also dilutes the attitude toward the flagship product. Therefore, the dilution of a flagship product may not depend solely on the nature of the extension failure (line extension versus not a line extension). Self-construal also plays a major role.

Third, a crucial result of Study 3 questions the nearly universal finding of brand extension studies that a successful extension contributes to the enhancement of attitude toward the brand. This finding is based on North American participants, with primarily independent self-construal. In Study 3, when I manipulate the self-construal, I find that success of an extension leads to an enhancement of attitude toward the parent brand for the independents. No enhancement of A_B occurs for interdependents.

Fourth, Studies 2 and 3 evince that in studying the impact of either brand extension failure or success, it is important to distinguish between attitudes toward the parent brand and toward the flagship product. The reciprocal effects of extension failure and success are asymmetric with respect to the parent brand and the flagship product. For independents, only the overall attitude toward the parent brand is affected by the failure (or success) of an extension; for interdependents, it is attitude toward the flagship product that is affected by such a failure (or success).

These theoretical implications should be viewed in light of some caveats. First, all our participants were students and from North America, which limits the generalizability of the findings across countries. Second, I used the Johnson & Johnson brand as the stimulus, which is associated with a large number of product categories and whose flagship product—shampoo—is synonymous with the most prototypical belief of the brand—“soft.” Therefore, recalling the flagship product may lead to recall of the prototypical attribute too. Further research might

consider brands that vary on both these dimensions, such as a narrow brand or a brand that is associated with a narrow product category. Third, I measured dilution (enhancement) with respect to the general affect associated with either the parent brand or the flagship product. Additional research could consider how the failure of an extension on a specific attribute, associated with both the parent brand and the flagship product, leads to dilution of attitudes toward the parent brand and the flagship product.

Fourth, research should explore whether the favorability of brands influences the pattern of results obtained in our research. In our studies, Johnson & Johnson was fairly well respected as a brand (5.2 on a seven-point scale). Would brands that are more or less respected (say, 6.5 or 3.1 on a seven-point scale) display an identical pattern of results? Skechers and Kodak are similar to Johnson & Johnson in that they are also associated with a portfolio of products, but they may not have similar favorable evaluations as Johnson & Johnson. Will the pattern of results hold for these brands?

Managerial Implications

Brand managers should be mindful of the self-construal of their target consumers when launching extensions across cultures. A prototype-based extension in an independent culture and an exemplar-based extension in an interdependent culture might have greater chances of success. Furthermore, even in a predominantly independent culture like the United States, there are consumers from certain states (e.g., South Carolina, Georgia, Hawaii), who are more interdependent in nature (Nisbett et al. 2001).

The results of Study 2 also show that an extension's failure negatively affects attitudes toward the flagship product for only interdependents. Thus, flagship product equity dilution in the case of an extension failure is likely to be a bigger concern in segments with high proportions

of people with interdependent self-construal (e.g., East Asian countries, states like South Carolina). A brand manager might do well to (1) ensure that the extension is emphasizing an exemplar fit, a strategy more likely to succeed with interdependents, and/or (2) introduce extensions that are considered risky in other segments first and then approach the segments dominated by interdependents later.

A third managerial implication relates to brand equity measurement. Customer-based brand equity depends on both exemplars and prototypes (Keller 1993). According to our three studies, exemplars should be more influential in determining brand equity among interdependents, whereas prototypes should play a bigger role for independents—an issue that has not received much attention in extant literature.

I introduced a hypothetical scenario in the beginning of the manuscript in which a brand manager is faced with two dilemmas. At the conclusion of our studies, how should I inform her decision making? If our results hold, I suggest that for cultures dominated by interdependents, she should introduce an extension in likeness of the flagship product, while in cultures dominated by independents, an extension based on the generalized imagery of the brand should be preferred.

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Tables Essay 1

Table 1
SUMMARY OF HYPOTHESES AND RESULTS

Study	Hypothesis	Statement	Results
Study 1	1a	For an extension positioned on the most accessible prototype of the brand, independents will evaluate the extension more favorably than interdependents.	Supported
	1b	Independents will evaluate an extension positioned on the most accessible prototype of the brand more favorably than an extension positioned on the most accessible exemplar of the brand.	Supported
	2a	For an extension positioned on the most accessible exemplar of the brand, interdependents will evaluate the extension more favorably than independents.	Supported
	2b	Interdependents will evaluate an extension positioned on the most accessible exemplar of a brand more favorably than the extension positioned on the most accessible prototype of the brand.	Not Supported
Study 2	3a	The failure of an extension dilutes independents' overall attitude toward the parent brand.	Supported
	3b	The failure of an extension will not independents' attitude toward the most accessible exemplar.	Supported
	4a	The failure of an extension dilutes interdependents' attitude toward the most accessible exemplar.	Supported
	4b	The failure of an extension will not dilute interdependents' overall attitude towards the parent brand.	Supported
Study 3	5a	The success of an extension enhances independents' overall attitude toward the parent brand.	Supported
	5b	The success of an extension will not enhance independents' attitude toward the most accessible exemplar.	Supported
	6a	The success of an extension enhances interdependents' attitude towards the most accessible exemplar.	Supported
	6b	The success of an extension will not enhance interdependents' overall attitude toward the parent brand.	Supported

Table 2
EVALUATION OF PROTOTYPE-AND EXEMPLAR-BASED BRAND EXTENSIONS
ACROSS SELF-CONSTRUAL

Self-Construal	Evaluation of Prototype-Based Extension Means(SD)	Evaluation of Exemplar-Based Extension Means (SD)	t-Test	Comments
Independent	5.09 (.88) (n = 43)	3.73 (.96) (n = 41)	7.15**	Independents evaluated the prototype-based extension more favorably than the exemplar-based extension.
Interdependent	4.44 (1.08) (n = 38)	4.37 (1.08) (n = 47)	.35	Interdependents did not differ in their evaluation of the prototype-and exemplar-based extensions.
t-Test	3.42**	3.36**		
Comments	Independents evaluated the prototype-based extension more favorably than interdependents.	Interdependents evaluated the exemplar-based extension more favorably than independents.		

Notes: All cell mean pairs, except 4.44 and 4.37, are significantly different from each other.

** $p < .01$.

Table 3
SUMMARY OF CONTENT AND PRIMACY OF THOUGHTS FOR STUDY 1

Self-Construal	Content of Associations		t-Statistic	Primacy of Associations		χ^2 Statistic
	Prototype Means(SD)	Exemplar Means(SD)		Prototype	Exemplar	
Independent	.54(.76)	.20(.40)	3.47**	33	24	2.67
Interdependent	.29(.50)	.32(.58)	0.42	16	15	

** $p < .01$.

Table 4
REDOUNDING EFFECTS OF EXTENSION FAILURE ON THE PARENT BRAND AND THE MOST ACCESSIBLE EXEMPLAR ACROSS PARTICIPANTS WITH DIFFERENT SELF-CONSTRUALS

Self-Construal	Extension Type	Brand Evaluation Means (SD)	Dunnett t (93)	Exemplar Evaluation Means (SD)	Dunnett t (91)
Independent	Prototype extension	3.29 (.93) (n = 20)	6.62**	4.84 (.84) (n = 17)	.77
	Exemplar extension	3.14 (1.33) (n = 18)	6.90**	4.88 (.84) (n = 18)	.64
Interdependent	Prototype extension	4.57 (.80) (n = 18)	2.13	4.05 (1.35) (n = 18)	3.32**
	Exemplar extension	5.19 (1.05) (n = 17)	.06	2.85 (1.16) (n = 18)	7.19**
Control		5.21 (.82) (n = 25)		5.08 (.82) (n = 25)	

** $p < .01$.

Table 5
SUMMARY OF CONTENT AND PRIMACY OF THOUGHTS FOR STUDY 2

Study	Self-Construal	Content of Associations		t-Statistic	Primacy of Associations		χ^2 Statistic
		Prototype Means(SD)	Exemplar Means(SD)		Prototype	Exemplar	
Study 2a	Independent	.31(.47)	.10(.31)	2.08**	11	8	5.76*
	Interdependent	.14(.35)	.54(.61)	2.91**	5	18	
Study 2b	Independent	.51(.61)	.20(.40)	2.58**	15	0	11.97**
	Interdependent	.02(.16)	.50(.81)	3.35**	3	8	

** $p < .01$.

Table 6
REDOUNDING EFFECTS OF EXTENSION SUCCESS ON THE PARENT BRAND AND THE MOST ACCESSIBLE EXEMPLAR ACROSS PARTICIPANTS WITH DIFFERENT SELF-CONSTRUALS

Self-Construal	Extension Type	Brand Evaluation Means (SD)	Dunnett t (79)	Exemplar Evaluation Means (SD)	Dunnett t (86)
Independent	Prototype extension	6.29 (.45) (n = 16)	4.28**	5.04 (.70) (n = 15)	.16
	Exemplar extension	6.38 (.54) (n = 13)	4.29**	5.03 (1.04) (n = 18)	.34
Interdependent	Prototype extension	5.64 (.84) (n = 13)	1.55	6.04 (.56) (n = 16)	3.03**
	Exemplar extension	5.47 (.67) (n = 17)	.67	6.09 (.93) (n = 17)	3.31**
Control		5.21 (.82) (n = 25)		5.08 (.82) (n = 25)	

** $p < .01$.

Table 7
SUMMARY OF CONTENT AND PRIMACY OF THOUGHTS FOR STUDY 3

Study	Self-Construal	Content of Associations		t-Statistic	Primacy of Associations		χ^2 Statistic
		Prototype Means(SD)	Exemplar Means(SD)		Prototype	Exemplar	
Study 3a	Independent	.55(.78)	.06(.25)	3.13**	11	4	5.91*
	Interdependent	.16(.37)	.47(.73)	1.87*	2	7	
Study 3b	Independent	.36(.78)	.09(.29)	1.78*	11	2	8.06**
	Interdependent	.06(.24)	.39(.70)	2.46**	3	8	

** $p < .01$.

* $p < .05$.

Appendix

PRETESTS

Pretest 1: To determine the most accessible prototype and flagship product associated with Johnson & Johnson

Thirty-five participants from a large Midwestern U.S. university were asked to write down five adjectives that best described the Johnson & Johnson brand and to name three products that they thought were most closely associated with Johnson & Johnson. As the frequency tabulations in Table A1 show (only the most common prototypes and exemplars appear), “soft” was the most accessible prototype and “shampoo” was the most accessible exemplar associated with Johnson & Johnson.

Table A1
FREQUENCY DISTRIBUTION OF PROTOTYPE AND EXEMPLARS OF JOHNSON & JOHNSON

Types of Associations	Frequency
Prototype	19
“soft”	11
“babyish”	5
“gentle”	
Most Accessible Exemplar	
“shampoo”	19
“baby lotion”	13
“baby powder”	4

Pretest 2: To design fictitious extensions of Johnson & Johnson based on the most accessible prototype (soft) and the most accessible exemplar (shampoo)

Two extensions designed on the most accessible prototype, “soft,” were Johnson & Johnson fabric softener and Johnson & Johnson soft toys. The two extensions designed to reflect the most accessible exemplar, “shampoo,” were Johnson & Johnson hair color and Johnson & Johnson hair gel. Following past practices (Dacin and Smith 1994; Mao and Krishnan 2006), research participants rated Johnson & Johnson fabric softener ($n = 27$) and Johnson & Johnson soft toys ($n = 30$) in terms of their similarity to the brand and to the most accessible exemplar of the brand on a three-item, seven-point scale (“the types of need satisfied”, “situations in which the products are used”, and “physical features”). Similarly, a separate set of 53 research participants rated Johnson & Johnson hair color ($n = 29$) and Johnson & Johnson hair gel ($n = 24$) in terms of their similarity to the brand, and to the most accessible exemplar of the brand. The results (Table A2) show that only two extensions satisfied the fit manipulations. Johnson & Johnson fabric softener was rated closer to the brand than to the most accessible exemplar ($M_{BR} = 4.59$ (1.43) versus $M_{EX} = 2.90$ (1.16), $t(26) = 6.57$, $p < .01$), while Johnson & Johnson hair color was rated closer to the most accessible exemplar than to the brand ($M_{BR} = 3.85$ (1.69) versus $M_{EX} = 4.70$ (1.38), $t(28) = 3.11$, $p < .01$). Moreover, there were no significant differences in the fit between the Johnson & Johnson hair color and Johnson & Johnson fabric softener ($M_{BR} = 4.59$ (1.43) versus $M_{EX} = 4.70$ (1.38), $t(54) = 0.29$, $p > .10$).

Table A2
DEVELOPING BRAND EXTENSION STIMULI

Nature of Extension	Similar to the Brand M (SD)	Similar to the Most Accessible Exemplar M(SD)
Extension based on “soft”		
J & J Fabric Softener	4.59 (1.43)	2.90 (1.16)
J & J Soft Toys	4.35 (1.36)	4.20 (1.28)
Extension based on “shampoo”		
J & J Hair Color	3.85 (1.69)	4.70 (1.38)
J & J Hair Gel	4.13 (1.47)	4.23 (1.30)

Pretest 3: To rule out differences in the evaluation of the affect associated with the Johnson & Johnson brand and the most accessible exemplar

If the extension fits the brand, then the attitude associated with the brand transfers to the extension (Keller 2003). In our studies, we differentiate between the attitude associated with the parent brand (A_B) and the attitude associated with the most accessible exemplar (A_{EX}). Moreover, we propose that the accessibility of these associations rather than the favorability of these associations drive the evaluative process, whether an evaluation of an extension or the redounding effects on the brand, due to the success (or failure) of an extension. Thus, it is imperative that there be no difference in the favorability of these associations.

Two groups of 12 participants each evaluated the Johnson & Johnson brand and Johnson & Johnson flagship product on three seven-point scales: “negative/positive”, “bad/good”, and “not at all unfavorable/very favorable” (Sujan and Bettman 1989). No significant differences in the evaluations of the Johnson & Johnson parent brand and the most accessible exemplar ($M_{BR} = 5.22 (.85)$ versus $M_{EX} = 5.13 (.80)$, $t(22) = 0.26$, $p > .10$) emerged. Moreover, the evaluations of both the most accessible exemplar and the parent brand were at a level that left enough room to study both the redounding effects of an extension’s failure or success, without the possibility of any floor/ceiling effects (Ahluwalia and Gürhan-Canli 2000).

Pretest 4: To rule out any difference in the familiarity of the Johnson & Johnson brand and its flagship product

Fifteen research participants each rated their familiarity with the Johnson & Johnson brand and Johnson & Johnson shampoo on a seven-point scale. There was no significant difference between the two ($M_{BR} = 5.13 (1.12)$, $M_{EX} = 5.00 (1.01)$, $t(28) = .33$, $p > .10$). Thus, we can rule out differential familiarity with the brand and the exemplar as a possible explanation of the results of our studies.

Pretest 5: To determine the effectiveness of two primes (used in extant literature) for manipulating the independent and the interdependent self-construal of an individual

We used two priming manipulations—the Sumerian warrior story (Trafimow, Triandis, and Goto 1997) and the pronoun circling task (Brewer and Gardner 1996) with 25 participants (both primes were used together). The Sumerian warrior story poses a dilemma faced by a

general in choosing a warrior to be sent to the king. In the independent prime condition, the general chooses the most suitable warrior that will bring personal benefits to the general; in the interdependent prime condition, the general chooses a warrior from his family, based on the premise that it was the best decision for his family. After reading the article, the participants were asked to form an impression about the general.

In the word search task, participants were shown an article about a visit to the city. In the independent prime condition, the participants were asked to circle only singular pronouns, such as “I,” “you,” and “mine.” In the interdependent prime condition, the participants were asked to circle only the plural pronouns, such as “we,” “they,” and “us.” After the priming manipulations, the participants responded to the Ten Statement Task beginning with “I am _____” (TST; Kuhn and McPartland 1954). Following Agrawal and Maheswaran (2005), the responses were coded according to whether participants focused on themselves or others (interrater reliability = 90.2%, differences resolved through discussion).

As we expected, the interaction between the primed self-construal of the participant and the nature of thoughts listed was significant ($F(1, 23) = 5.37, p < .05$). Planned contrasts revealed that independents listed more self-focused thoughts than interdependents ($M_{IND} = 8.07 (1.80)$ versus $M_{INT} = 6.50 (1.88)$, $t(23) = 2.14, p < .05$). In contrast, interdependents listed more other-focused thoughts than independents ($M_{INT} = 2.91 (1.5)$ versus $M_{IND} = 1.30 (1.75)$, $t(23) = 2.45, p < .05$). The manipulation was deemed successful, and we used both these primes in all the studies.

Survey Essay 1

Experiment 1(Independent Condition)

Welcome to our study!

Please fill out the information requested below.

Information Statement

The School of Business at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

We are conducting this study to better understand *consumers' perception and evaluation of some new products*. You will be asked to complete a series of tasks and answer relevant questions. The questionnaire packet is expected to take approximately 30 minutes to complete.

The content of the questionnaires should cause no more discomfort than you would experience in your everyday life. Although participation may not benefit you directly, we believe that the information obtained from this study will help us gain a better understanding of *individuals' ideal affect and its implications for communication with different age groups* (Your participation is solicited, although strictly voluntary. Your name will not be associated in any way with the research findings. If you would like additional information concerning this study before or after it is completed, please feel free to contact us by phone or mail.

Completion of the survey indicates your willingness to participate in this project and that you are over the age of eighteen. If you have any additional questions about your rights as a research participant, you may call (785) 864-7429 or (785) 864-7385 or write the Human Subjects Committee Lawrence Campus (HSCL), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7563, email dhann@ku.edu or mdenning@ku.edu.

Sincerely,

Pronobesh Banerjee,
Doctoral Student
School of Business
118 B Summerfield Hall.
University of Kansas
Lawrence, KS 66045

Your Name: _____ Your KU ID: _____

Gender: Male _____ Female _____

GENERAL INSTRUCTIONS FOR FILLING OUT RATING SCALES

We will use various scales to obtain your reactions. The following illustrations describe the use of these scales.

Illustration 1: Let us assume that we want to know how much you like or dislike a new product in the third part of the study. You will indicate your response by marking the space that best describes your feeling. Let us further assume that you “slightly” dislike the product. In this case, you would place your mark as follows to correctly describe your feeling.

dislike _____: _____: X : _____: _____: _____: _____ like

On the other hand, if you like the new product a lot, the following check mark would best represent your feeling.

dislike _____: _____: _____: _____: _____: X : _____ like

Illustration 2: Let us assume that we want to know how likely you will try the new product. You will indicate your response by marking the space that best describes your feeling of the new product. For example, if you are definitely going to try the new product, you would mark as follows:

Would you like to try the new product?

No, definitely not _____: _____: _____: _____: _____: _____: X Yes, Definitely

On the other hand, if you had a strong opinion that you will not try the new product, you would mark as follows:

Would you like to try the new product?

No, definitely not X : _____: _____: _____: _____: _____: _____ Yes, Definitely

The important thing to remember while using these scales is to mark the position that best describes your opinion. In making your responses, please remember:

- (1) Be sure to answer all items -- please do not omit any.
- (2) Work at a fairly high speed through the questionnaires. Do not worry or puzzle over individual items. On the other hand, please do not be careless, because we want your true impressions.

If you still have questions about filling out the rating scales, please ask the attendant.

END OF INSTRUCTIONS FOR FILLING OUT RATING SCALES. (Please turn to the next page).

We would like you to read a couple of paragraphs in this page. After reading these paragraphs, you will be asked to make a judgment about the main character in the story. Please take your time as you go through the story.

Sostoras, a warrior in ancient Sumer, was largely responsible for the success of Sargon I in conquering all of Mesopotamia. As a result, he was rewarded with a small kingdom of his own to rule. About 10 years later, Sargon I was conscripting warriors for a new war. Sostoras was obligated to send a detachment of soldiers to aid Sargon I. He had to decide who to put in command of the detachment.

After thinking about it for a long time, Sostoras eventually decided on Tiglath who was a talented general. This appointment had several advantages. Sostoras was able to make an excellent general indebted to him. This would solidify Sostoras's hold on his own dominion. In addition, the very fact of having a general such as Tiglath as his personal representative would greatly increase Sostoras's prestige. Finally, sending his best general would be likely to make Sargon I grateful. Consequently, there was the possibility of getting rewarded by Sargon I.

Do you admire Sostoras? Please **circle** the appropriate answer.

Yes No Not Sure

Please read the paragraph in this page carefully and circle all the PRONOUNS found within the paragraph. The pronoun may be singular (e.g. he, she, me, I, you, mine, yours, etc.) or plural (e.g. we, they, our, their, us etc). Please take your time.

I go to the city often. My anticipation fills me as I see the skyscrapers come into view. I allow myself to explore every corner, never letting an attraction escape me. My voice fills the air and street. I see all the sights, I window shop, and everywhere I go I see my reflection looking back at me in the glass of a hundred windows. At nightfall I linger, my time in the city almost over. When finally I must leave, I do so knowing that I will soon return. The city belongs to me.

NEW PRODUCT DEVELOPMENT SURVEY

Johnson & Johnson is planning to launch some new products. Your opinion is solicited to help Johnson & Johnson decide which products should be introduced in the marketplace. Please take your time and let us know your true feelings and opinions.

The new product considered for launch by Johnson & Johnson is

“Johnson & Johnson hair color”

1. Please evaluate the new product, **Johnson & Johnson hair color**.

unfavorable _____ : _____ : _____ : _____ : _____ : _____ favorable
bad _____ : _____ : _____ : _____ : _____ : _____ good
dislike _____ : _____ : _____ : _____ : _____ : _____ like

2. Would you like to try **Johnson & Johnson hair color**?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

3. Would you buy **Johnson & Johnson hair color** if you happened to see it in the store?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

4. Would you actively seek out **Johnson & Johnson hair color** in a store in order to purchase it?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

5. If the price of an average brand of hair color is \$4, how much are you willing to pay for **Johnson & Johnson hair color**?

_____ Dollars _____ cents

Experiment 1(Interdependent Condition)

Welcome to our study!

Please fill out the information requested below.

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Gender: Male _____ Female _____

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dislike _____ : _____ : X : _____ : _____ : _____ : _____ like

On the other hand, if you like the new product a lot, the following check mark would best represent your feeling.

dislike _____ : _____ : _____ : _____ : _____ : X : _____ like

Illustration 2: Let us assume that we want to know how likely you will try the new product. You will indicate your response by marking the space that best describes your feeling of the new product. For example, if you are definitely going to try the new product, you would mark as follows:

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After thinking about it for a long time, Sostoras eventually decided on Tiglath, who was a member of his family. This appointment had several advantages. Sostoras was able to show his loyalty to his family. He was also able to cement their loyalty to him. In addition, having Tiglath as the commander increased the power and prestige of the family. Finally, if Tiglath performed well, Sargon I would be indebted to the family.

Do you admire Sostoras? Please **circle** the appropriate answer.

Yes No Not Sure

Please read the paragraph in this page carefully and circle all the PRONOUNS found within the paragraph. The pronoun may be singular (e.g. he, she, me, I, you, mine, yours, etc.) or plural (e.g. we, they, our, their, us etc). Please take your time.

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bad _____ : _____ : _____ : _____ : _____ : _____ good
dislike _____ : _____ : _____ : _____ : _____ : _____ like

2. Would you like to try **Johnson & Johnson hair color**?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

3. Would you buy **Johnson & Johnson hair color** if you happened to see it in the store?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

4. Would you actively seek out **Johnson & Johnson hair color** in a store in order to purchase it?

No, definitely not _____ : _____ : _____ : _____ : _____ : _____ Yes, definitely

5. If the price of an average brand of hair color is \$4, how much are you willing to pay for **Johnson & Johnson hair color**?

_____ Dollars _____ cents

Experiment 2 (Brand condition)

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Sincerely,

Pronobesh Banerjee,
Doctoral Student
School of Business
118 B Summerfield Hall.
University of Kansas
Lawrence, KS 66045

Pre-Survey Information

Before you start the survey, we'd like to ask you a couple of questions about yourself. Please be advised that your answers will be kept completely confidential.

1. Please print your name: _____
2. Are you a student of MKTG 310?
 - Yes
 - No
3. How old are you? _____
4. Are you ___?
 - Male
 - Female
5. Are you ___? (Check all that apply)
 - White
 - Hispanic
 - African American/Black
 - Asian
 - Native American
 - Pacific Islander
6. Please indicate how you feel at this point by placing an "X" at the proper position on each of the four items below.

Sad	_____	_____	_____	_____	_____	_____	_____	Happy
Bad Mood	_____	_____	_____	_____	_____	_____	_____	Good Mood
Irritated	_____	_____	_____	_____	_____	_____	_____	Pleased
Depressed	_____	_____	_____	_____	_____	_____	_____	Cheerful

Section I: New Product Evaluation Survey

We would like you to read a couple of paragraphs in this page. After reading these paragraphs, you will be asked to make a judgment about the main character in the story. Please take your time as you go through the story.

Sostoras, a warrior in ancient Sumer, was largely responsible for the success of Sargon I in conquering all of Mesopotamia. As a result, he was rewarded with a small kingdom of his own to rule. About 10 years later, Sargon I was conscripting warriors for a new war. Sostoras was obligated to send a detachment of soldiers to aid Sargon I. He had to decide who to put in command of the detachment.

After thinking about it for a long time, Sostoras eventually decided on Tiglath who was a talented general. This appointment had several advantages. Sostoras was able to make an excellent general indebted to him. This would solidify Sostoras's hold on his own dominion. In addition, the very fact of having a general such as Tiglath as his personal representative would greatly increase Sostoras's prestige. Finally, sending his best general would be likely to make Sargon I grateful. Consequently, there was the possibility of getting rewarded by Sargon I.

Do you admire Sostoras? Please **circle** the appropriate answer.

Yes

No

Not Sure

Please read the paragraph in this page carefully and circle all the PRONOUNS found within the paragraph. The pronoun may be singular (e.g. he, she, me, I, you, mine, yours, etc.) or plural (e.g. we, they, our, their, us etc). Please take your time.

I go to the city often. My anticipation fills me as I see the skyscrapers come into view. I allow myself to explore every corner, never letting an attraction escape me. My voice fills the air and street. I see all the sights, I window shop, and everywhere I go I see my reflection looking back at me in the glass of a hundred windows. At nightfall I linger, my time in the city almost over. When finally I must leave, I do so knowing that I will soon return. The city belongs to me.

In the following pages, you will read two news articles from the The New York Times and the The Wall Street Journal. Thereafter, you will be asked a set of questions. While you are answering the questions do not refer back to the news articles. Please read each article carefully, think about it, and answer the question honestly. Also, make sure you answer all the questions following the instructions given.



November 02, 2008

Johnson & Johnson fails with its new product launch.

By **PETER BAKER**

CHICAGO —Johnson & Johnson has failed with its new product, Johnson & Johnson fabric softener. Successful product launches is seemingly becoming very difficult. Johnson & Johnson fabric softener was launched last year in few selected cities.

The new product is performing so badly that the company is planning to withdraw the product from the market place by the end of 2008. Most of the users who were interviewed were very unhappy with the product and said that they are going to stick to their old brand. The company was not ready to divulge the details of its failure. However, a senior executive from the company said “it’s probably due to not knowing the customer deeply and lack of enough lab tests before actually going into the market”.

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Tuesday, November 02, 2008 As of 7:45 PM EST

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NOVEMBER 02, 2008, 7:45 P.M. ET

Consumer Reports Rates a New Product from Johnson & Johnson

By ANJALI ATHAVALEY

Article | Comments

KEY SAMPLE OF SUBSCRIBER CONTENT

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Consumer Reports did a recent survey on Johnson & Johnson fabric softener, a new product launched by Johnson & Johnson last year, in a few selected cities. The survey was based on two thousand respondents, who have used the product at least once.

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Please take your time and answer the following questions.

1. What is your evaluation of “**Johnson & Johnson brand**” in general?

negative _____:_____:_____:_____:_____:_____:_____ positive
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2. The new product, **Johnson & Johnson fabric softener**, was described as a success in the news article.
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5. What went through your mind as you were evaluating the “**Johnson & Johnson brand**” in general?

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11. When I buy a brand from this product category, I choose very carefully.

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Finally, please let us know whether you believe Johnson & Johnson has launched hair color as its new product.

12. How believable is the new product, **Johnson & Johnson fabric softener**.

not believable _____ : _____ : _____ : _____ : _____ : _____ : _____ believable

Thank you for your participation!

Experiment 2 (Flagship product condition)

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6. Please indicate how you feel at this point by placing an "X" at the proper position on each of the four items below.

Sad	_____	_____	_____	_____	_____	_____	_____	Happy
Bad Mood	_____	_____	_____	_____	_____	_____	_____	Good Mood
Irritated	_____	_____	_____	_____	_____	_____	_____	Pleased
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Do you admire Sostoras? Please **circle** the appropriate answer.

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November 02, 2008

Johnson & Johnson fails with its new product launch.

By **PETER BAKER**

CHICAGO —Johnson & Johnson has failed with its new product, Johnson & Johnson fabric softener. Successful product launches is seemingly becoming very difficult. Johnson & Johnson fabric softener was launched last year in few selected cities.

The new product is performing so badly that the company is planning to withdraw the product from the market place by the end of 2008. Most of the users who were interviewed were very unhappy with the product and said that they are going to stick to their old brand. The company was not ready to divulge the details of its failure. However, a senior executive from the company said “it’s probably due to not knowing the customer deeply and lack of enough lab tests before actually going into the market”.

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NOVEMBER 02, 2008, 7:45 P.M. ET

Consumer Reports Rates a New Product from Johnson & Johnson

By ANJALI ATHAVALEY

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November 02, 2008

Johnson & Johnson successful with its new product launch.

By **PETER BAKER**

CHICAGO – Johnson & Johnson has again shown that why it's such a successful company. It launched Johnson & Johnson hair color in few selected cities last year.

Johnson & Johnson hair color became so successful with the target audience that the company is planning to go for a national launch by the end of 2008. Most of the users who were interviewed were very happy with the product and said that they are going to stick to Johnson & Johnson hair color. The company was not ready to divulge the details of its success. However, a senior executive from the company said "it's probably a fruit of really getting to know the consumer deeply and thousands of lab tests before actually going into the market".

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The majority of the users, ninety three percent, were very satisfied with the new product, Johnson & Johnson hair color. The product was rated even better than most of the existing brands of hair color. Moreover, Johnson & Johnson hair color was also able to capture five percent of the market share, a very high percentage for a new product in its very first year of launch. The growth of the product has been steady and very impressive, with a quarterly growth rate touching ten percent. This is one of the most successful product launches in recent years by Johnson & Johnson.

Johnson & Johnson is planning to go for a nation wide launch of the hair color by the end of this year, as reported by a recent article in Brandweek.

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By **PETER BAKER**

CHICAGO – Johnson & Johnson has again shown that why it's such a successful company. It launched Johnson & Johnson hair color in few selected cities last year.

Johnson & Johnson hair color became so successful with the target audience that the company is planning to go for a national launch by the end of 2008. Most of the users who were interviewed were very happy with the product and said that they are going to stick to Johnson & Johnson hair color. The company was not ready to divulge the details of its success. However, a senior executive from the company said "it's probably a fruit of really getting to know the consumer deeply and thousands of lab tests before actually going into the market".

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Consumer Reports Rates a New Product from Johnson & Johnson

By ANJALI ATHAVALAY

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Consumer Reports did a recent survey on Johnson & Johnson hair color, a new product launched by Johnson & Johnson last year, in a few selected cities. The survey was based on two thousand respondents, who have used the product at least once.

The majority of the users, ninety three percent, were very satisfied with the new product, Johnson & Johnson hair color. The product was rated even better than most of the existing brands of hair color. Moreover, Johnson & Johnson hair color was also able to capture five percent of the market share, a very high percentage for a new product in its very first year of launch. The growth of the product has been steady and very impressive, with a quarterly growth rate touching ten percent. This is one of the most successful product launches in recent years by Johnson & Johnson.

Johnson & Johnson is planning to go for a nation wide launch of the hair color by the end of this year, as reported by a recent article in Brandweek.

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Please take your time and answer the following questions.

1. What is your evaluation of “**Johnson & Johnson shampoo**” in particular?

negative _____ : _____ : _____ : _____ : _____ : _____ : _____ positive
bad _____ : _____ : _____ : _____ : _____ : _____ : _____ good
not at all _____ : _____ : _____ : _____ : _____ : _____ : _____ very
favorable favorable

2. The new product, **Johnson & Johnson hair color**, was described as a success in the news article.
Please tick the one which is appropriate.

_____ Yes _____ No _____ Do not remember

3. How believable do you think the news articles are?

not believable _____ : _____ : _____ : _____ : _____ : _____ : _____ believable

4. How persuasive were the news paper articles?

not persuasive _____ : _____ : _____ : _____ : _____ : _____ : _____ persuasive
providing weak _____ : _____ : _____ : _____ : _____ : _____ : _____ providing strong
argument argument
not informative _____ : _____ : _____ : _____ : _____ : _____ : _____ informative
not convincing _____ : _____ : _____ : _____ : _____ : _____ : _____ convincing
not credible _____ : _____ : _____ : _____ : _____ : _____ : _____ credible

5. What went through your mind as you were evaluating the “**Johnson & Johnson shampoo**” in particular?

6. Please evaluate the new product, **Johnson & Johnson hair color**.

unfavorable _____ : _____ : _____ : _____ : _____ : _____ favorable

dislike _____ : _____ : _____ : _____ : _____ : _____ like

bad _____ : _____ : _____ : _____ : _____ : _____ good

Now, please let us know what you think about hair color.

7. Compared to your friends and acquaintances, how much do you feel you know about **hair color**?

very little _____ : _____ : _____ : _____ : _____ : _____ very much

8. Compared to a hair color expert, how much do you feel you know about **hair color**?

very little _____ : _____ : _____ : _____ : _____ : _____ very much

9. Compared to other products, **hair color** is important to me.

strongly disagree _____ : _____ : _____ : _____ : _____ : _____ strongly agree

10. I am not interested in **hair color**.

strongly disagree _____ : _____ : _____ : _____ : _____ : _____ : _____ strongly agree

11. When I buy a brand from this product category, I choose very carefully.

strongly disagree _____ : _____ : _____ : _____ : _____ : _____ : _____ strongly agree

Finally, please let us know whether you believe Johnson & Johnson has launched hair color as its new product.

12. How believable is the new product, **Johnson & Johnson hair color**.

not believable _____ : _____ : _____ : _____ : _____ : _____ : _____ believable

Thank you for your participation!

Essay 2: Prototypes and Exemplars in Brand Representation, Brand Categorization and Brand Extension Evaluation—the role of Temporal Construal

INTRODUCTION

There are two representations of an object or event, as identified by the theories of categorization (Rosch, 1975), concept formation (Medin and Smith 1984), and action identification (Vallacher and Wegner 1987): concrete and abstract. The concrete representation of an event, e.g. “playing ball outside,” can take an abstract form, e.g. “having fun.” Construal level theory (Trope and Liberman 2010) states that representations in abstract or concrete terms have a reference point – the self. In other words, events, memories, and objects take abstract terms when they are distant from the self, while they take concrete form if they are closer. Moreover, research shows that psychological distance from the self and its representations are influenced by temporal, spatial and social factors (Trope and Liberman 2010).

The role of the self in a consumer’s decision making is pervasive. Temporal construal theory is concerned with the impact of an event’s distance on the self (Trope and Liberman 2003), and a current stream of research has identified it as having an influence on consumer judgment and evaluation (Kim, Park and Wyer Jr. 2009; Kim, Rao and Lee 2009; Laran 2010). Consumers frequently shift between consumption situations that relate to the present and the future. Given how ubiquitous our decisions are in time, we cannot limit research to merely consumer judgment and evaluation.

In this study, I try to find out whether the temporal distance of the self influences the representation of a brand. Consumers always associate themselves with brands. After all, we could go to either Walmart or JCPenney for the same product. When we want to buy cereal, we could buy an store (e.g., Great Value) or a national brand (e.g. Cheerios). Research shows that how consumers think about a brand has implications not only for understanding customer-based

brand equity, but also for brand categorization and brand extension evaluation (Keller, 2002; Ng and Houston 2006).

A brand is essentially represented in two forms: exemplar, which refers to the products that the brand is known for, and prototype, which refers to the beliefs and attributes associated with the brand (Mao and Krishnan 2006; Ng and Houston 2006). For example, Johnson & Johnson can be represented by its exemplars, e.g. baby soap or baby shampoo, and its prototypes, e.g. soft or gentle.

In this study, I will show that

(1) individuals with near temporal construals use more exemplars than prototypes to represent a brand, while individuals with distant temporal construals use more prototypes than exemplars to represent a brand,

(2) individuals with near temporal construals use exemplar similarity for brand categorization, while individuals with distant temporal construals use prototype similarity for the same purpose, and

(3) individuals with near temporal construals evaluate an exemplar fit extension more favorably than prototype fit extension, while individuals with distant temporal construals evaluate a prototype fit extension more favorably than an exemplar fit extension.

First, I will lie out the theoretical basis of the difference between the representation of a brand in terms of its exemplars and prototypes and the temporal construal of an individual. Then, I will show how this difference in representation influences two key consumer decision-making processes – brand categorization and brand extension evaluation. In conclusion, I will present four studies that support my theory, and discuss the results and theoretical implications.

TEMPORAL CONSTRUAL AND BRAND THOUGHTS

Temporal Construal, Self Representation, and Brand Association Accessibility

Temporal construal theory states that a person's representation of an event depends on whether it is expected to occur in the distant or near future (Trope and Liberman 2003). When an event is temporally distant, it is conveyed by more abstract, decontextual, and general terms. For example, going to the gym is described as "staying fit." However, when an event is temporally near, the description has more concrete, contextual, and incidental aspects. Going to the gym is now described as "working out on the treadmill," "lifting weights," and "cycling" (Liberman and Trope 1998; Trope and Liberman 2003).

The representation of an event over time influences the way consumers represent themselves in those situations. Waslak, Nussbaun, Liberman, and Trope (2008) demonstrated that concrete, unrelated, and contextual aspects of the self, e.g. "I am an African American working for GE in New York" or "I am a minority fighting for my rights," are used to characterize the self from a temporally near perspective. In contrast, a temporally distant self representation takes an abstract form that portrays the self's gist, e.g. "I am a Black woman."

Ng and Houston (2006) showed that the representation of brands is similar to the representation of the self. Tuan (1980) argued that "our fragile sense of the self needs support, and this we get by having and possessing things because to a large degree we are what we possess" (p. 472). How consumers portray their identity through the goods they possess is referred to as the "extended self" (Belk, 1987). These goods or brands are an extension of one's definition of his or her self. Therefore, I expect that the representation of a brand, in a particular consumption period, will be similar to the representation of the self in the near and distant future.

As mentioned earlier, brands are represented by concrete and abstract associations (Ng and Houston 2006). Abstract representations have a general notion, or prototype, of what the brand stands for, e.g., electrical, stylish, or innovative for the brand Sony, while concrete representations refer to the products, or exemplars, that are associated with the brand, e.g., Sony stereo or Sony TV. As the representation of the self is more abstract in the distant future, so will the representation of the brand. Consequently, the brand will rather be described by its prototypes. However, because more concrete descriptions are used to portray the self in the near future, the brand will be described by its exemplars, e.g. a Sony TV. Based on this theoretical background, this study proposes the following hypotheses (see Figure 1 for illustration):

- H_{1a}: Individuals with distant temporal construals will use more prototypes than exemplars.
- H_{1b}: Individuals with near temporal construals will use more exemplars than prototypes.
- H_{2a}: Individuals will list more exemplars with near than with distant temporal construals.
- H_{2b}: Individuals will list more prototypes with distant than with near temporal construals.

Insert Figure 1 about here

Studies 1a and b will show whether the use of prototypes and exemplars in the representation of a brand changes with a different temporal construal of a consumer. In Study 1a, the temporal construal of the participants is measured as an individual difference factor because the representation of events across low and high level construals is similar to the representation of an event in the near and distant future, respectively (Trope, Liberman and Waslak 2007).

Meanwhile, in Study 1b, the construal level is the temporal distance in order to rule out any contradicting results associated with the measurement of construal levels (Kim and John 2008).

STUDY 1A

Method: Design, Participants, Variables, and Procedure

In this study, a simple two-group design was used. Participants consisted of 81 students (37% female, 63% male) at a large U.S. university, ranging in age from 17 to 35.

Experimental Stimuli: Pre-tests have extracted brands with an equal number of exemplars and prototypes. The choice of these brands rules out the possibility that different numbers of exemplars and prototypes could influence the representation of a brand. After the tests, Sony and Nike were chosen as the experimental brands. They have as many exemplars as they have prototypes that are well-established (Ng and Houston 2006, 2010).

Independent variables. The temporal construal of the participants, i.e. near or distant future.

Dependent variables. The brand related thoughts listed by the participants. Two independent judges coded the thoughts. They agreed 96% of the time. Differences were resolved through discussions. Thoughts were coded into either exemplars or prototypes of a brand. Thoughts referring to specific products of the brand were coded as exemplars, e.g. Sony PlayStation or Nike shoes, while general descriptions, e.g. Sony represents high quality and Nike means athletic, were coded as prototypes.

Material and procedure. Participants received a pack of materials with an instruction sheet and a survey. They were told that the study dealt with consumers' thoughts about

brands and were asked to perform two unrelated tasks. First, participants completed a free association task. They were presented with the two brands (one at a time) and were asked to write down their thoughts as they considered the each brand. The order of the brand presentation was randomized. Next, the construal level was measured using Vallacher and Wegner's (1987) Behavior Identification Form (BIF). Participants were presented with two alternative descriptions for 25 different target behaviors. For example, “reading” was described in two ways: how the behavior was performed, e.g. following the lines of print, or why the behavior was performed, e.g. gaining knowledge. Participants chose the description that they believed to be more appropriate for them. The BIF score consisted of the number of abstract descriptions selected by a respondent across 25 behaviors. Following Kim and John (2008), a median split was used to identify two levels of the construal. Individuals scoring 14 or higher were classified as individuals with high construal levels, and the others were classified as individuals with low construal levels. Participants reported how familiar they were with Sony and Nike and how much they liked them on a seven-point scale, completed classification questions, were thanked and debriefed.

Results

The participants were very familiar with the brands (familiar/recognize/know, $\alpha=.82$, $M_{\text{Nike}} = 6.77$ and $M_{\text{Sony}} = 6.50$) and liked them very much (favorable/pleasing/likeable, $\alpha=.94$, $M_{\text{Nike}} = 5.84$ and $M_{\text{Sony}} = 5.81$). See table 1 for the cell means.

Insert Table 1 about here

To test hypotheses 1a and 1b, the number of exemplars and prototypes that were identified in the free association task were analyzed. Consistent with hypotheses 1a and 1b, a MANOVA analysis showed a significant effect of the construal level (Sony: $F(2, 78) = 35.98, p < .01$; Nike: $F(2, 78) = 36.95, p < .01$). Planned contrasts revealed that for Sony, participants with a low-level construal listed significantly more exemplars than prototypes of the brand ($M_{\text{Exemplar}} = 3.94 (2.02)$ versus $M_{\text{Prototype}} = 1.28 (1.27)$, $t(37) = 5.95, p < .01$), while participants with a high-level construal listed significantly more prototypes than exemplars of the brand ($M_{\text{Prototype}} = 3.81 (1.54)$ versus $M_{\text{Exemplar}} = 1.81 (1.51)$, $t(42) = 5.35, p < .01$). The results for Nike mirrored this pattern.

Consistent with hypothesis 2a, participants with a low-level construal listed more exemplars than consumers with a high-level construal (Sony: $t(79) = 5.40, p < .01$, Nike: $t(79) = 6.41, p < .01$). In contrast, consumers with a high-level construal listed more prototypes than those with a low-level construal (Sony: $t(79) = 7.95, p < .01$; Nike: $t(79) = 7.18, p < .01$). These results validate hypotheses 1 and 2.

STUDY 1B

Method: Design, Participants, Variables, and Procedures

Again, a simple two-group design was used. Participants consisted of 69 students (32% female, 68% male) at a large U.S. university, ranging in age from 18 to 28.

Independent Variable. The temporal construal, which is manipulated.

Dependent Variable. Listed brand thoughts, as coded in Study 1a (with an inter-rater-reliability of 98%).

Materials and procedure. This study used Sony, a brand that is associated with a large number of product categories, and Cheerios, a brand that is associated with only one product category. Sony was chosen to replicate the results of study 1a, where the construal level was measured. Cheerios was chosen to test the stability of the findings in a narrow brand while the construal level is primed by temporal distance.

Participants received a two-part booklet. The first part contained an adaptation of Liberman and Trope's (1998) temporal construal prime. Participants were told to think about taking a trip the next day (in the near temporal prime) or in six months (in the distant temporal prime) and write down their thoughts. The results of a pre-test revealed that the manipulation was successful. Finally, participants reported how familiar they were to Sony and Cheerios and how much they liked the brands. They completed classification questions, were thanked and debriefed.

Results

There was no difference in favorability and familiarity of the brands across the conditions (all F 's < 1). See table 2 for the cell means.

Insert Table 2 about here

Consistent with hypotheses 1a and 1b, the MANOVA analysis showed a significant effect of the temporal construal (Sony: $F(2, 66) = 17.75, p < .001$). For Sony, participants in the near temporal condition listed significantly more brand exemplars than prototypes ($M_{\text{Exemplar}} = 2.88 (1.83)$ versus $M_{\text{Prototype}} = 1.83 (1.44)$, $t(35) = 2.17, p < .05$), while participants in the distant temporal condition listed significantly more brand prototypes than exemplars ($M_{\text{Prototype}} = 3.84$

(1.80) versus $M_{\text{Exemplar}} = 1.63$ (1.38), $t(32) = 5.03$, $p < .01$). The same results were observed for Cheerios.

Consistent with hypotheses 2a and 2b, the number of prototypes and exemplars varied with different temporal construals. Individuals listed more exemplars in the near temporal construal than in the distant temporal construal (Sony: $t(79) = 7.95$, $p < .01$; Cheerios: $t(67) = 2.12$, $p < .05$), thereby supporting hypothesis 2b. At the same time, individuals listed more prototypes in the distant temporal construal than in the near temporal construal (Sony: $t(79) = 6.44$, $p < .01$; Cheerios: $t(67) = 6.49$, $p < .01$), thereby supporting hypothesis 2a. Thus, the results confirm hypotheses 1 and 2.

Conclusion

The results of study 1 show that consumers with distant temporal construals use more prototypes than exemplars to represent a brand. In contrast, consumers with near temporal construals use more exemplars than prototypes to represent the same brand. Therefore, the representation of a brand in prototypes and exemplars varies with an individual's temporal construal. Moreover, the findings are stable across different brand categories, whether narrow or broad.

TEMPORAL CONSTRUAL AND BRAND CATEGORIZATION

The accessibility of brand associations influences brand categorization or grouping of brands into a particular category (Ng and Houston 2006). Therefore, different accessibility of brand associations across time could have a similar effect. Past research shows that individuals with distant temporal construals form broader categories to classify a given set of products, e.g.

things that need to be taken for a camping trip in the future, into specific groups (Liberman, Sagristano and Trope 2002). However, individuals with near temporal construals form narrower product categories for the same purpose. Liberman et al. (2002) argue that an abstract mental construal in the distant future leads to broad categories and a concrete mental construal in the near future leads to narrower categories. We argue that an abstract mental construal leads to the use of prototype similarity as the basis of brand categorization, while concrete mental construal leads to the use of exemplar similarity for the same purpose. In the following section, I will explore this interaction.

Prototype and Exemplar Accessibility, and Brand Categorization

Past research showed that any new product belongs to a category if it resembles the exemplar or prototype of that category (Cohen and Basu 1987; Murphy and Medin, 1985). The exemplars and prototypes associated with a brand category, which is formed by the brand and its products (Bousch and Loken 1991), determine whether a particular brand is suitable for the category. For example, Hush Puppies is primarily a shoe brand and could be in the same category as Nike (the focal brand) because it has the same exemplar as Nike, the shoe. However, Polo Ralph Lauren could also be in a category with Nike because it has a similar prototype as Nike, i.e. being upscale. Are Hush Puppies or Polo Ralph Lauren going to form a category when one shifts from a near to a distant temporal construal? In the next section, I will explore the theoretical basis of *brand categorization* and how it is influenced by an individual's temporal construal.

Temporal Construal, Prototype and Exemplar Accessibility, and Brand Categorization

Knowledge accessibility in decision making shows that when faced with a consumption choice, consumers mostly remember only the most accessible information rather than all

information available (Wyer, 2008). For example, Adval and Monroe (2002) found that participants subliminally exposed to high numbers evaluated the target objects as more expensive than those exposed to lower numbers.

Brand knowledge, which is represented by the exemplars and prototypes of a brand, also influences brand categorization. In other words, the accessibility of brand knowledge across the self-construal influences the grouping of two or more brands into a coherent category (Ng and Houston 2006). Use of categorization bases, or “cognitive building blocks that underlies the formation of a category in general” (Rosa and Porac 2002, p. 504), as in exemplars versus prototypes, depends on the self-construal (Ng and Houston 2006). Ng and Houston found that when participants were given a set of ten brands and asked to pick any three that form a “coherent group” with a focal brand, individuals with independent self-construals primarily picked brands that shared common prototype associations, while those with interdependent self-construals mostly picked brands that shared common exemplar associations.

The results of study 1 showed that the accessibility of the prototypes and exemplars associated with a brand changed with a consumer’s different temporal construal. Therefore, I expect that the use of the categorization bases, exemplars and prototypes, will vary with their momentary accessibility in individuals with different temporal construals. This study will test the following hypotheses:

- H_{3a}: For brand categorization, individuals with near temporal construals will use more exemplars than prototypes as a basis for categorization.
- H_{3b}: For brand categorization, individuals with distant temporal construals will use more prototypes than exemplars as a basis for categorization.

Study 2 tested the use of categorization bases to form brand categories to see if it varied with different temporal construals. For the categorization task, participants picked any three

brands from a given set that formed a group with a focal brand. This study used two focal brands: a broad brand, Nike, in study 2a, and a narrow brand, Rolex, in study 2b.

STUDY 2A

Method: Design, Participants, Variables, and Procedures

A simple two-group design was used. Participants consisted of 109 participants (54% female and 46% male) at a large U.S. university, varying in age from 18 to 24.

Independent variable. The near and distant temporal construals, which are manipulated.

Dependent variable. Number of prototypes and exemplar based reasons for categorization.

Thought coding. The brand categories that were picked were coded as either exemplar or prototype, based on the reasons given by the participants. The inter-rater-reliability was 98%, and the differences were resolved through discussions. For example, “They are all companies that manufacture shoes” and “They are all companies that manufacture apparel” were coded as exemplar-based categorization, while “The target market for these companies is geared to athletes” and “All the chosen brands help athletes to reach peak performance” were coded as prototype-based categorization.

Procedure: In the first part of the study, the temporal construals of the participants were manipulated, as in study 1b. Then, they were given a list of ten brands and asked to pick any three that formed a “coherent group” with the focal brand Nike.

The ten brands were Timberland, Polo Ralph Lauren, Hush Puppies, Casio, Asics, Prince, Wilson, Esprit, Dr. Scholl’s and Caterpillar (a filler brand). These brands are adopted from Ng

and Houston (2006). The meaning of “coherent” was not explained to the participants because it was expected to vary with the temporal construals of the participants. On the one hand, participants with a distant temporal construal would think of “coherent” as something that is prototypically similar with Nike, e.g. prestige, high-end, or fashionable. On the other hand, participants with a near temporal construal would define “coherent” as something that has similar exemplars as Nike, e.g. shoes, apparel, or equipment. Indeed, the given set contains brands that form categories based on similar exemplars, e.g. Asics or Dr. Scholl’s because they manufacture shoes like Nike, or prototypes, e.g. Polo Ralph Lauren and Nike are both high-end brands, while Wilson and Prince are used for the same sport. Next, I measured the task involvement of the participants, the task difficulty, and their favorability and familiarity of the brands. Finally, after asking questions on classification, the participants were thanked and debriefed.

Results

There were no significant differences in involvement, task difficulty, favorability and familiarity of the brands across different temporal construals. A MANOVA analysis showed that there was a significant interaction between the categorization bases and the temporal condition of the participants ($F(1, 107) = 9.87, p < .01$). Planned contrasts revealed that participants in near temporal conditions used significantly more exemplars than prototypes as categorization bases ($M_{\text{Exemplar}} = 1.81 (1.27)$ versus $M_{\text{Prototype}} = 1.18(1.27)$, $t(54) = 1.84, p = .07$), thereby supporting hypothesis 3a. In contrast, participants in distant temporal conditions used significantly more prototypes than exemplars for categorization ($M_{\text{Prototype}} = 1.96 (1.31)$ versus $M_{\text{Exemplar}} = 1.03 (1.31)$, $t(53) = 2.58, p < .01$), thereby supporting hypothesis 3b. An analysis of the other

dependent variables, i.e. common characteristics and what went through the mind, revealed the same results (see Figure 2).

Insert Figure 2 about here

It is interesting to note that 35 participants with both near and distant temporal construals picked Asics to form a category with Nike. However, the reasons for grouping were different in the two construals. Participants with a near temporal construal primarily gave exemplar-based reasons for grouping Asics with Nike (both of these brands manufacture shoes, apparel, or gears), while those with distant temporal construals primarily gave prototype-based reasons for grouping Asics with Nike (“same quality products,” “overall athletic purposes” or “sports brand”).

STUDY 2B

In study 2b, I chose a narrow brand, Rolex. The results of a pre-test revealed that Rolex fits the definition of a narrow brand because it is associated with only one exemplar – watches. Moreover, Rolex is associated with several prototypes, e.g., top of the line, which replicates the findings of study 2a.

Following discussion with a group of students that was similar to the study participants, I chose six brands – Seiko, Citizen, Gucci, Cartier, BMW, and Ritz Carlton – that formed the set from which participants would pick any three that formed a coherent group with Rolex. The brands chosen have exemplar, prototype or exemplar and prototype similarity with Rolex. Seiko

and Citizen have, primarily, an exemplar similarity with Rolex—watches, Gucci and Cartier bear both exemplar—watches, and prototype—prestigious, high end, similarity, and finally, BMW and Ritz Carlton have only prototype similarity—top of the line, for example.

Method: Design, Participants, Variables, and Procedure

This study used a simple two-group design. Participants were of 69 students (56% males and 44% females) at a large U.S. university, ranging in age from 18 to 23.

Independent Variable: The near and distant temporal construals, which are manipulated.

Dependent Variable: Prototype- and exemplar-based reasons for categorization.

The thought coding and procedure was the same as in study 2a.

Results

There were no significant differences in involvement, task difficulty, favorability and familiarity of the brands across the different temporal construals. A MANOVA analysis showed a significant interaction between the bases for categorization and the temporal construals of the participants ($F(2, 66) = 4.56, p < .01$). Planned contrasts revealed that the participants with a near temporal construal used more exemplars than prototypes as a basis for categorization ($M_{\text{Exemplar}} = 1.93 (1.22)$ versus $M_{\text{Prototype}} = 1.03 (1.03)$, $t(32) = 2.17, p < .05$), thereby supporting hypothesis 3a. In contrast, participants with a distant temporal construal used significantly more prototype- than exemplar-based reasons for categorization ($M_{\text{Prototype}} = 1.94 (1.30)$ versus $M_{\text{Exemplar}} = 1.02 (1.31)$, $t(35) = 2.09, p < .05$), thereby supporting hypothesis 3b. Thus, the results of study 2b are consistent with those of study 2a (see Figure 3).

Insert Figure 3 about here

Conclusion

The results of study 2 show that the formation of brand categories depends on the temporal construal of a consumer. Exemplars guide the formation of brand categories in the near future, while prototypes do so in the distant future. The results also indicate that the principles of categorization apply to brand categorization. Any product or brand belongs to a category if it is similar to either the exemplar or the prototype of that category. Consequently, brands were grouped on exemplar or prototype similarity to the focal brand.

TEMPORAL CONSTRUAL AND BRAND EXTENSION EVALUATION

A brand and its products form the brand category. Seeing a brand as a category determines how the brand extension is evaluated by the consumer (Boush and Loken 1991). Research shows that an extension is favorably evaluated when it fits the parent brand category (Boush and Loken 1991; Keller 2002). Mao and Krishnan (2006) demonstrated that fit may be similar to an existing product of the brand, as in exemplar fit, or with the “generalized imagery of the brand” (p.42), as in a prototype fit. For example, if Nike launches a kneepad extension, it will be perceived similar to a prototype of the brand Nike, “athletic” (Mao and Krishnan 2006). Or, if Nike launched a new pair of sports shoes, it would be perceived in a very similar way as an already existing exemplar, another Nike shoe. Consequently, both extensions would have a fair chance of success.

From study 2, I know that the temporal construals influence the categorization process. Therefore, I expect that the extension evaluation depends on the temporal construal. In the

following section, I explore the interaction of the type of extension fit and the temporal construal of consumers on their evaluation of the extension.

Temporal Construal and Prototype/Exemplar Fit

When evaluating an extension, consumers engage in a category verification task. The results of study 1 showed that a brand category can be represented by the exemplars or prototypes associated with the brand. Therefore, whether an extension is liked will be determined by an exemplar or prototype fit with the brand. Furthermore, the accessibility of brand knowledge has an influence on the brand extension evaluation (Ng and Houston 2006). Therefore, it is primarily the most accessible brand knowledge that will determine the favorability of an extension. Since the temporal construal has an influence on the representation of a brand category, it would also affect the evaluation of an extension. Based on this theoretical background, I propose the following hypotheses (see also Fig. 4):

- H_{4a}: Individuals with near temporal construals will evaluate an exemplar fit extension more favorably than a prototype fit extension.
- H_{4b}: For an exemplar fit extension, individuals with near temporal construals will evaluate the extension more favorably than individuals with distant temporal construals.
- H_{5a}: Individuals with distant temporal construals will evaluate a prototype fit extension more favorably than an exemplar fit extension.
- H_{5b}: For a prototype fit extension, individuals with distant temporal construals will evaluate the extension more favorably than individuals with near temporal construals.

Insert Figure 4 about here

STUDY 3

The purpose of this study was to test whether the evaluation of exemplar and prototype fit extensions changed with a different temporal construal.

Experimental Stimulus. I used Johnson & Johnson as the experimental brand. Two extension types, an exemplar fit, “bath sponge,” and a prototype fit, the “purifying mask,” were used as brand extension stimuli (Mao and Krishnan 2006).

Manipulation check of the prototype and exemplar fit extensions. Thirty participants rated each extension’s similarity to the brand and to each of the existing products of the brand on a three-item, seven-point scale. The items include the types of needs satisfied, situations in which the products are used, and physical features. The participants rated the prototype fit extension as more similar to the brand ($M = 4.74(1.21)$ versus $M = 2.31(1.23)$, $t(29) = 18.58$, $p < .01$), while they rated the exemplar fit extension as more similar to an existing product ($M = 4.50(.98)$ versus $M = 2.77(1.01)$, $t(29) = 7.91$, $p < .01$).

This confirmed that the manipulations were perceived as such.

Method: Design, Participants, Variables, and Procedure

A 2 (temporal construal: near versus distant) \times 2 (brand extension evaluation: prototype versus exemplar fit) mixed ANOVA design was used. The participants were 112 students (42% female, 58% male) at a large U.S. university, ranging in age from 19 to 34.

Independent Variables. The temporal construal (manipulated) and the brand extension (prototype and exemplar fit).

Dependent Variable. Following Mao and Krishnan (2006), the participants’ extension evaluation was defined as the difference between the extension and the product attitude score.

Procedure: First, the participants' temporal construal was manipulated as in study 1.

Second, they were exposed to a fictitious news release. The news release contained (i) a brief description of the company (Johnson & Johnson), and (ii) the new extensions (the "purifying mask" and "bath sponge").

Next, the participants reported their attitude toward the extension on a five-item seven-point scales (bad/good, not pleased/pleased, not likeable/likeable, undesirable/desirable, low quality/high quality, $\alpha = .92$) (Kim and John 2008; Park, Milberg and Lawson 1991). Following which, they evaluated the Johnson & Johnson brand and the product categories to which the brand was extended, the "bath sponge" and "purifying mask" (bad/good, not pleased/pleased, not likeable/likeable, $\alpha = .88$). Finally, they completed several classification questions. I thanked and debriefed them.

Results

See Table 3 for cell means. The 2 (temporal construal: near versus distant future) $2 \times$ (extension type: prototype versus exemplar fit) mixed design analysis, with the temporal construal as the between subject factor, the extension type as the within subject factor, and brand attitude as a covariate, yielded a significant two-way interaction ($F(1, 109) = 37.77, p < .01$). The covariate did not have any significant effect ($F < 1$). Consistent with hypothesis 5a, a paired sample t-test revealed that the participants assigned to the distant temporal condition evaluated a prototype fit more favorably than an exemplar fit extension ($M_{\text{Prototype}} = .69 (.66)$ versus $M_{\text{Exemplar}} = .38 (.73)$, $t(55) = 3.51, p < 0.01$). In contrast, consistent with hypothesis 4a, a paired sample t-test revealed that participants assigned to the near temporal condition evaluated an exemplar fit extension more favorably than a prototype fit extension ($M_{\text{Prototype}} = .14 (.64)$ versus $M_{\text{Exemplar}} = .60 (.57)$, $t(55) = 4.93, p < .01$).

Moreover, an independent sample t-test revealed that participants with near temporal construals evaluated an exemplar fit extension more favorably than participants with distant temporal construals ($M_{\text{Near}} = .60 (.57)$ versus $M_{\text{Distant}} = .38 (.73)$, $t(110) = 1.77$, $p < 0.10$), thereby supporting hypothesis 4b. But, an independent sample t-test revealed that participants with the distant temporal construal evaluated the prototype fit extension more favorably than participants with the near temporal construal ($M_{\text{Near}} = .14(.64)$ versus $M_{\text{Distant}} = .69 (.66)$, $t(110) = 4.44$, $p < 0.01$), thereby supporting hypothesis 5b.

Insert Table 3 about here

The results of study 3 demonstrate that the evaluations of exemplar and prototype fit extensions vary with an individual's temporal construal. In study 4, I will investigate the mechanism driving the evaluation of an extension across different temporal construals.

*TEMPORAL CONSTRUAL AND CATEGORICAL AND PIECEMEAL
EVALUATIVE PROCESSES*

The evaluation of an extension includes a two-stage process: categorical and piecemeal evaluation (Boush and Loken 1991). During the categorical evaluative stage, the extension is judged on its similarity with an existing product of the brand category, i.e. an exemplar. If an extension is similar to an exemplar, it results in a “good fit” and enhances the evaluation of the extension. Only when the extension is not similar to an existing exemplar of the brand does it invoke the second stage of evaluation, the piecemeal evaluative process. In this stage, “the

consumer is likely to judge, in a piecemeal way, whether the attributes that make up the abstract representation associated with the current brand name can be used to develop the potential extension” (Boush and Loken 1991, p. 19). I argue that individuals with different temporal construals will use either a categorical or a piecemeal evaluative process.

The results of study 1 showed that prototypes of a brand are more accessible for individuals with distant temporal construals and, therefore, should be used to evaluate an extension. I postulate that, on the one hand, the use of prototypes for judging the favorability of an extension is similar to invoking a piecemeal evaluative process. However, the exemplars of a brand are more accessible to individuals with near temporal construals and, therefore, they will use a categorical evaluative process for evaluating an extension. Based on this background, I propose the following hypotheses:

- H_{6a}: Categorical evaluative processes will be used to evaluate an extension when individuals have near temporal construals.
- H_{6b}: Piecemeal evaluative processes will be used to evaluate an extension when individuals have distant temporal construals.

In study 4, I explored whether the evaluative processes used in extension evaluation, categorical versus piecemeal, changed with a different temporal construal. Here, I used a narrow brand, Cheerios, to replicate the findings of the broad brand used in study 3, Johnson & Johnson, and to study the underlying process of extension evaluation.

PRETESTS

Pretest 1. The purpose of this pre-test was to generate exemplar and prototype fit brand extensions of the Cheerios brand. Thirty students, similar to the participants of study 4,

were asked to generate new product ideas for Cheerios. They were asked to generate two types of new product ideas: *Product Type 1*, which are products similar to the existing product(s) of Cheerios, and *Product Type 2*, which are products that do not have any apparent similarity with existing products of Cheerios, but are similar to the beliefs or attributes associated with Cheerios. Participants were given an example to clarify the notion of *Product Type 1 and 2*. If Apple launched a “9th generation iPod,” it would be similar to an existing product of Apple, the iPod, and, therefore, would belong to *Product Type 1*. If Apple launched an “iCar,” it would not be similar to existing Apple products but the beliefs or attributes associated with Apple, e.g. innovative, technology savvy, and sleek, may be relevant in a new product context, and “iCar” would belong to *Product Type 2*. Altogether, 25 new products were generated. For example, Cheerios “trail mix,” “Strawberry Cheerios,” or “Chocolate Cheerios” for *Product Type 1* and “Cheerios breakfast bars,” “Cheerios crackers,” or “Cheerios cereal bowl” for *Product Type 2*.

Pretest 2. The purpose of this pre-test was to select exemplar and prototype fit extensions from those generated in pre-test 1 for the experimental stimuli for study 4. Following Park, Milberg and Lawson (1991), a group discussion with five students was held and led to the selection of “Blueberry Cheerios” and “Cheerios granola bar” for *Product Type 1* (exemplar fit extensions), and “Cheerios milk” and “Cheerios fruit juice” for *Product Type 2* (prototype fit extensions).

Pretest 3. Pre-test 3 was conducted to pick the extensions that best fit the manipulation of the exemplar. For example, although both “Blueberry Cheerios” and the “Cheerios granola bar” satisfied the definition of the exemplar fit, one of them may be a better manipulation of an exemplar fit extension than the other. Thirty-five students were asked

to judge the similarity of the exemplar extensions with the existing products of Cheerios. A paired sample t-test revealed that the “Cheerios granola bar” ($M_{\text{Cheerios granola bar}} = 5.50$ (1.13) versus $M_{\text{Blueberry Cheerios}} = 4.54$ (1.27), $t(34) = 3.21$, $p < .01$) was most similar to existing products of Cheerios. Consequently, “Cheerios granola bar” was used as the experimental stimulus.

Pretest 4. Pre-test 4 was conducted to pick the extensions that best fit the manipulation of the prototype. Following Park, Milberg, and Lawson (1991), another group of 37 students was asked to rate the importance of the attributes (prototypes) associated with Cheerios, e.g. healthy, nutritious, and lowering cholesterol, for buying “Cheerios milk” and “Cheerios fruit juice,” to determine the extension that is closest to prototype fit manipulation. The attribute rating was combined to form a multi-attribute index ($\alpha = .92$). The attributes were chosen from the most commonly listed prototypes in study 1. A paired sample t-test revealed that the mean multi-attribute rating for “Cheerios fruit juice” was significantly greater than for “Cheerios milk” ($M_{\text{Cheerios fruit juice}} = 5.23$ (1.06) versus $M_{\text{Cheerios milk}} = 4.81$ (.70), $t(36) = 2.24$, $p < .05$). Consequently, “Cheerios fruit juice” was used in study 4 as the experimental stimulus. Moreover, after comparing across exemplar and prototype fit extensions, I found that there is no significant difference in the extension of fit ($M_{\text{Cheerios fruit juice}} = 5.23$ (1.06) versus $M_{\text{Cheerios granola bar}} = 5.50$ (1.13), $t(70) = 1.02$, $p > .10$).

The purpose of study 4 was to replicate the findings of study 3 with a narrow brand and test whether the evaluative processes, categorical and piecemeal, dependent temporal construals.

STUDY 4

Method: Design, Participants, Variables, and Procedure

A 2 (temporal construal: near versus distant) \times 2 (extension fit: prototype versus exemplar) between subject design was used. The participants were 64 students (48% female, 52% male) at a large U.S. university, ranging in age from 20 to 26.

Independent Variables. Temporal construal (manipulated) and types of brand extension fit (prototype and exemplar).

Dependent Variable. The evaluation of the extensions. The participants rated the extensions on a seven-point, three-item scale. The items included “very bad/very good,” “not likeable/very likeable,” and “not pleased/very pleased” (Park, Milberg and Lawson 1991; $\alpha = .90$).

Procedure: First, the participants’ temporal construal was manipulated as in study 1. Next, they were exposed to the extension names and evaluated the extensions. They listed their thoughts while they evaluated the extensions. Finally, they rated the favorability and familiarity of Cheerios and completed classification questions. I thanked and debriefed them.

Results

See Table 4 for cell means. A 2 (temporal construal: near versus distant future) \times 2 (extension type: prototype versus exemplar fit) between subject analysis, with familiarity and favorability as covariates, yielded a significant interaction ($F(1, 58) = 34.32, p < .01$). The covariates did not have any effect (all F 's < 1).

Insert Table 4 about here

Planned contrasts revealed that, consistent with hypothesis 5a, participants assigned to the distant temporal construal evaluated a prototype fit extension more favorably than an exemplar fit extension ($M_{\text{Prototype}} = 5.16 (.68)$ versus $M_{\text{Exemplar}} = 4.41 (.81)$, $t(1,60) = 2.41, p < .05$). In contrast, consistent with hypothesis 4a, participants assigned to the near temporal construal more favorably evaluated an exemplar fit extension than a prototype fit extension ($M_{\text{Prototype}} = 3.77 (1.06)$ versus $M_{\text{Exemplar}} = 5.58 (.80)$, $t(1,60) = 6.24, p < .01$).

Near temporal construal participants evaluated the exemplar fit extension more favorably than those with distant temporal construal ($M_{\text{Near}} = 5.58 (.80)$ versus $M_{\text{Distant}} = 4.41 (.81)$, $t(1,60) = 3.54, p < .01$), thereby supporting hypothesis 4b. While the distant temporal construal participants evaluated prototype fit extension more favorably than those with near temporal construal ($M_{\text{Near}} = 3.77 (1.06)$ versus $M_{\text{Distant}} = 5.16 (1.68)$, $t(1, 60) = 5.14, p < .01$), thereby supporting hypothesis 5b.

Process Evidence

Participants' thought listing when evaluating the extensions was categorized by two coders into piecemeal and categorical evaluative processes (inter-rater-reliability was 98%, differences were resolved through discussions). Product attributes or thoughts related to the suitability of the extensions, e.g. "Cheerios is healthy and fruit juice is healthy" or "fruit juice and cereal are both breakfast items," were coded as piecemeal evaluative thoughts (Boush and Loken 1991). While thoughts related to the product category associated with Cheerios, e.g. "I think of cereal when I think of Cheerios," were coded as categorical evaluative thoughts. See table 5 for the cell means.

Insert Table 5 about here

A MANOVA analysis showed that there was significant interaction between the evaluative thoughts and the temporal construals of the participants ($F(2, 61) = 5.79, p < .01$). Planned contrasts revealed that near temporal construal participants used more categorical than piecemeal evaluative thoughts ($M_{\text{Categorical}} = .84 (.91)$ versus $M_{\text{Piecemeal}} = .40 (.61)$, $t(31) = 2.30, p < .05$), thereby supporting hypothesis 6a. In contrast, participants with the distant temporal construal used significantly more piecemeal than categorical evaluative thoughts ($M_{\text{Piecemeal}} = .78 (1.06)$ versus $M_{\text{Categorical}} = .31 (.53)$, $t(31) = 2.35, p < .05$), thereby supporting hypothesis 6b.

Conclusion

The results of study 4 mirrored the findings of study 3 with a narrow brand. Moreover, differences in the evaluation of exemplar and prototype fit extensions across different temporal construals resulted from the use of different evaluative processes, categorical versus piecemeal. Individuals with a near temporal construal are more predisposed to use categorical evaluative processes. Consequently, they evaluate an exemplar fit extension more favorably than a prototype fit extension. Meanwhile, individuals with a distant temporal construal are inclined to use piecemeal evaluative processes and, they evaluate a prototype fit extension more favorably than an exemplar fit extension.

GENERAL DISCUSSION

The results of the four studies show that the temporal construal of a consumer determines his or her reaction to brand representation, brand categorization, and the evaluation of brand extensions. The accessibility of brand associations across different temporal construals played a central role in these interactions. For individuals with a near temporal construal, the exemplars were more accessible and, consequently, had a bigger influence on decision making. But for individuals with a distant temporal construal, the prototypes were more accessible and consequently, had a bigger influence on decision making. These findings are in line with the existing notion of knowledge accessibility in decision making, where the most accessible knowledge has a disproportionately higher influence (Wyer, 2008).

In particular, the results of study 4 showed that the evaluation of extensions may not necessarily entail a two-stage process, i.e. categorical evaluation followed by piecemeal evaluation (Boush and Loken 1991). The findings suggest that individuals with different temporal construals use different evaluative processes. More specifically, individuals with a near temporal construal are more likely to use categorical evaluative processes, while individuals with a distant temporal construal primarily use piecemeal evaluative processes.

Theoretical Implications

In this study, I tested the influence of the temporal construal on consumer behavior in branding. I responded to the need for more research in this area, as proposed by past researchers (Liberman, Trope and Waslak 2007; Lynch and Zauberman, 2007). The findings of this study contribute to the following three key theoretical areas:

- (1) *Temporal construal as a moderator of brand knowledge accessibility*: Previous research has shown that situational variables influence the accessibility of brand knowledge. For example, individuals with interdependent self-construals more likely associate with an exemplar than a prototype (Ng and Houston 2006). Likewise, individuals with independent self-construals more likely associate with the prototype than the exemplar. Also, field dependents have greater accessibility to exemplar than prototype associations (Ng and Houston 2010). Likewise, independents have greater accessibility to prototype than exemplar associations. The results of study 1 indicate that the temporal construal is another situational factor that moderates the accessibility of exemplar and prototype associations.
- (2) *Exemplars in branding*: Loken, Joiner, and Peck (2002) first identified the influence of exemplars in the formation of brand attitudes. My research extends the importance of exemplars to brand categorization and brand extension evaluation. Consequently, my findings add to the growing importance of exemplars in branding (Park, MacInnis and Priester 2007).
- (3) *Brand extension evaluation*: Mao and Krishnan (2006) identified a two-dimensional fit construct for evaluating brand extensions. They found that fitting with either a brand prototype or exemplar is one of the key factors that influence the favorable evaluation of an extension. This study indentified the temporal construal as a situational factor moderating the influence of this two-dimensional fit construct in the evaluation of an extension. To the best of our knowledge, this is the first study to establish the differential impact of prototype and exemplars of a brand in the evaluation of a brand extension and how it varies with a situational factor, temporal construal.

Practical Implications

The role of the temporal construal is evident in our daily lives. For example, we may go shopping either tomorrow or the next week. We may plan to buy a Valentine's Day gift either earlier or just before Valentine's Day. Likewise, we may plan a vacation to Switzerland way ahead of time or decide only the week before the intended vacation. These consumer decisions can determine the brands we consume. For example, it can have influence on the hotel we want to stay at, e.g. the Holiday Inn or the Marriott, the airline we choose to fly with, e.g. American Airlines or Singapore Airlines, the restaurants we plan to eat at, etc. Therefore, it is critical to understand the role of the temporal construal in branding because it may shape the way consumers access brand knowledge. The results of our studies showed that temporal construals are indeed critical situational variables that influence several key consumer behavior issues.

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Tables – Essay 2

Table 1
CONSTRUAL LEVEL (MEASURED) AND BRAND THOUGHTS – STUDY 1A

Brands	Construal level	Thoughts		t-Test
		Exemplar Means (SD)	Prototype Means (SD)	
Sony	Low-level (n=38)	3.94 (2.02)	1.28 (1.27)	t(37) = 5.95**
	High-level (n=43)	1.81 (1.51)	3.81 (1.54)	t(42) = 5.35**
Nike	Low-level (n=38)	3.86 (1.83)	1.76 (1.07)	t(37) = 5.25**
	High-level (n=43)	1.55 (1.40)	4.18 (1.81)	t(42) = 6.97**

** $p < .01$

Table 2
TEMPORAL CONSTRUAL AND BRAND THOUGHTS – STUDY 1B

Brands	Temporal Construal	Thoughts		t-Test
		Exemplar Means (SD)	Prototype Means (SD)	
Sony	Near (n=36)	2.88 (1.83)	1.83 (1.44)	t(35) = 2.17*
	Distant (n=33)	1.63 (1.38)	3.84 (1.80)	t(32) = 5.03**
Cheerios	Near (n=36)	2.25 (1.82)	1.50 (.91)	t(35) = 2.24*
	Distant (n=33)	1.42 (1.17)	3.69 (1.79)	t(32) = 5.26**

** $p < .01$

* $p < .05$

Table 3
 TEMPORAL CONSTRUAL AND EVALUATION OF EXEMPLAR AND PROTOTYPE EXTENSION
 FOR JOHNSON & JOHNSON

Temporal Construal	Evaluation of Prototype Extension Means(SD)	Evaluation of Exemplar Extension Means (SD)	t-Test	Comments
Near (n = 56)	.14 (.64)	.60 (.57)	4.93 **	Near temporal individuals evaluated the exemplar fit extension more favorably than the prototype fit extension.
Distant (n = 56)	.69 (.66)	.38 (.73)	3.51 **	Distant temporal individuals evaluated the prototype fit extension more favorably than the exemplar fit extension.

** $p < .01$

Table 4
 TEMPORAL CONSTRUAL AND EVALUATION OF EXEMPLAR AND PROTOTYPE EXTENSION
 FOR CHEERIOS

Temporal Construal	Evaluation of Prototype Extension Means(SD)	Evaluation of Exemplar Extension Means (SD)	t-Test	Comments
Near (n = 32)	5.58 (.80)	3.77 (1.06)	6.24**	Near temporal individuals evaluated the exemplar fit extension more favorably than the prototype fit extension.
Distant (n = 32)	5.16 (.68)	4.41 (.81)	2.41**	Distant temporal individuals evaluated the prototype fit extension more favorably than the exemplar fit extension.

** $p < .01$
 * $p < .05$

Table 5
TEMPORAL CONSTRUAL AND CATEGORICAL AND PIECEMEAL EVALUATION

Temporal Construal	Categorical Evaluative Thoughts Means(SD)	Piecemeal Evaluative Thoughts Means (SD)	t-Test	Comments
Near (n = 32)	.84 (.91)	.40 (.61)	2.30*	Near temporal individuals used more categorical than piecemeal evaluative thoughts.
Distant (n = 32)	.31 (.53)	.78 (1.06)	2.35*	Distant temporal individuals used more piecemeal than categorical evaluative thoughts.

* $p < .05$

Figures – Essay 2

Figure 1
HYPOTHESIZED INTERACTION OF TEMPORAL CONSTRUAL AND
BRAND REPRESENTATION

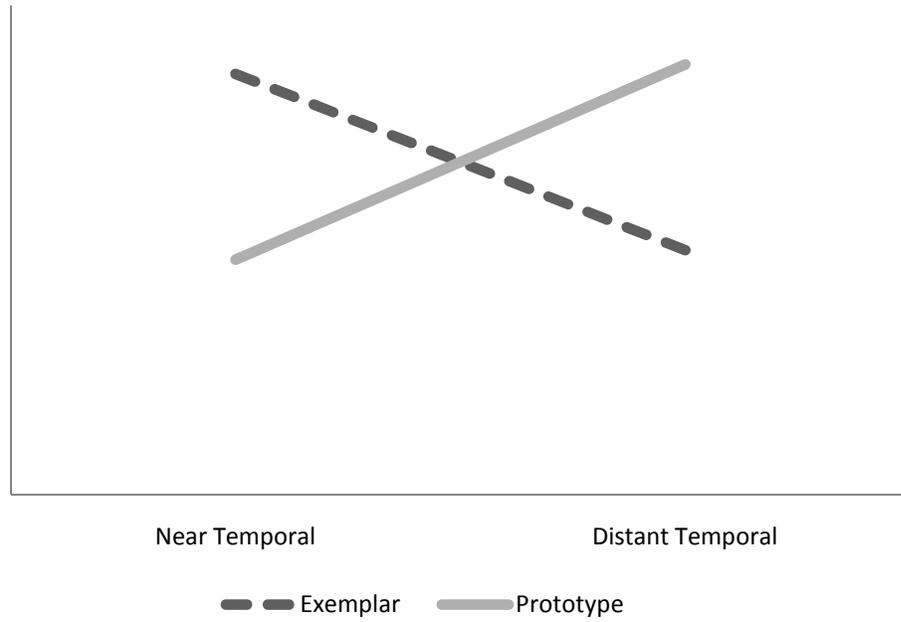


Figure 2

TEMPORAL CONSTRUAL AND BROAD BRAND CATEGORIZATION BASES

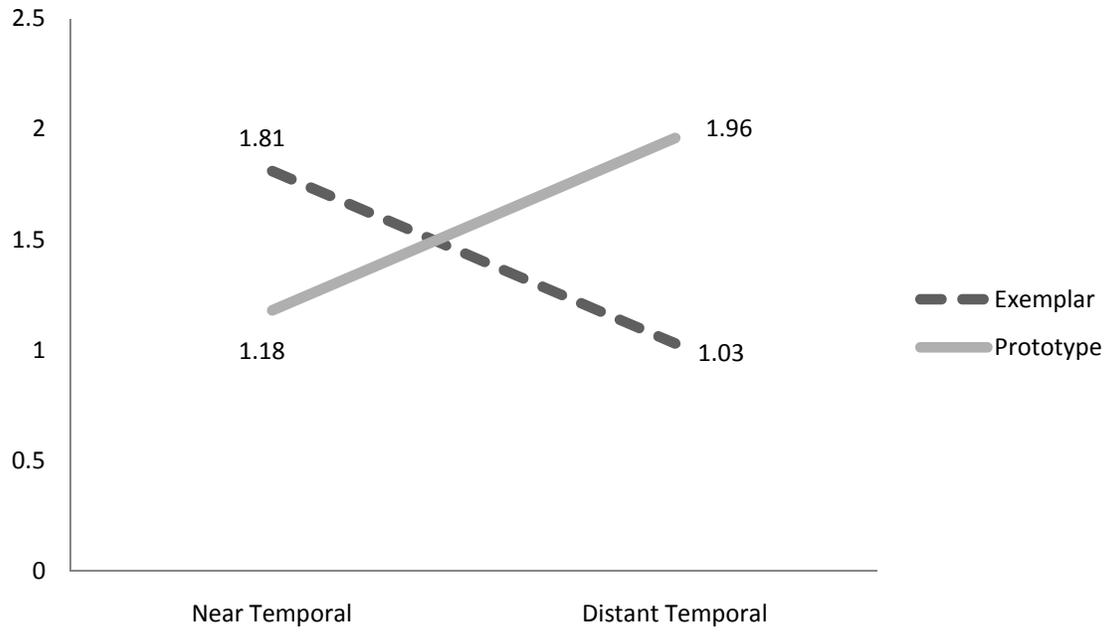


Figure 3

TEMPORAL CONSTRUAL AND NARROW BRAND CATEGORIZATION BASES

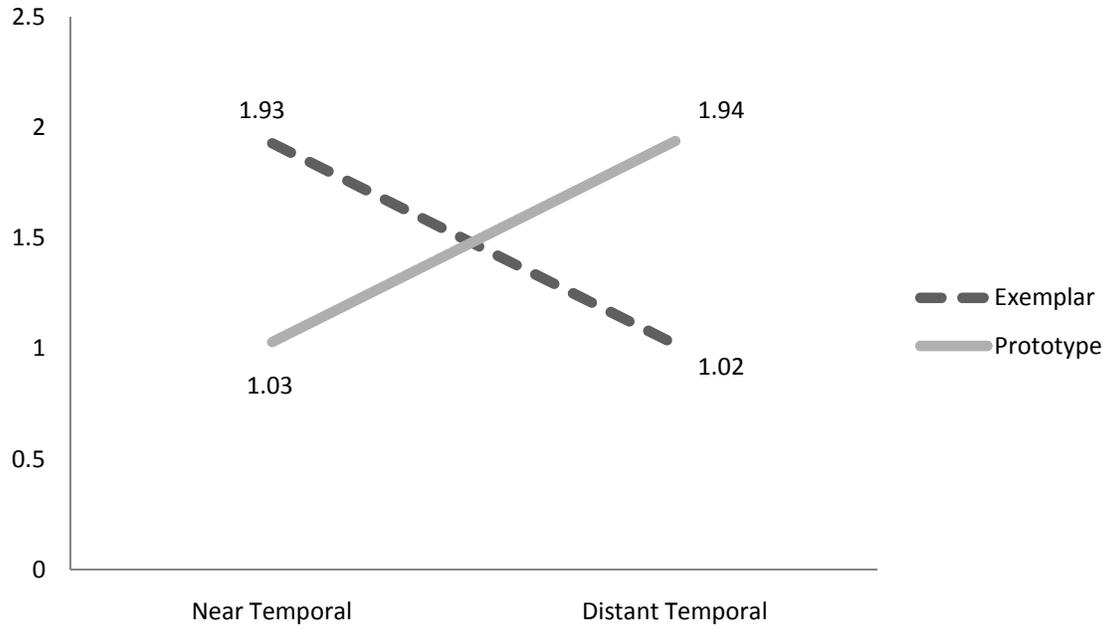
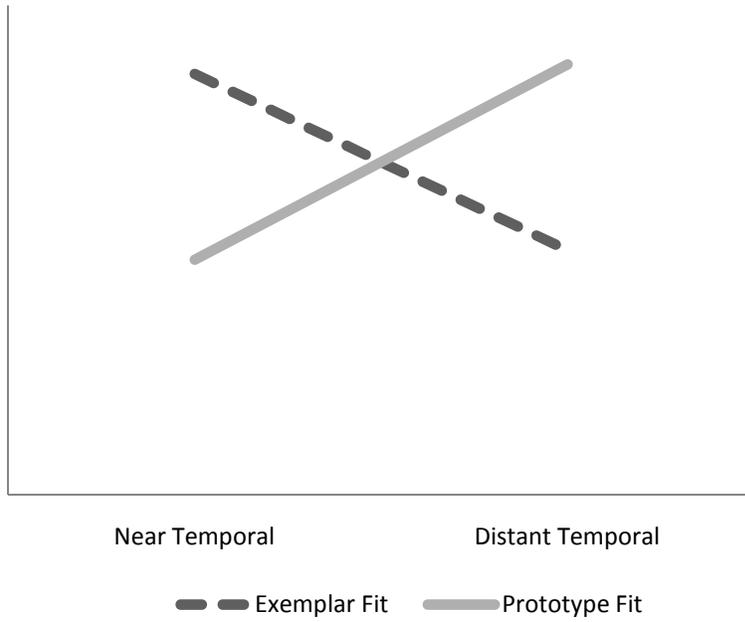


Figure 4

HYPOTHESIZED INTERACTION OF TEMPORAL CONSTRUAL AND EXEMPLAR AND PROTOTYPE FIT EXTENSIONS



Survey – Essay 2

Experiment 1a

Welcome to our study!

Information Statement

The School of Business at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

We are conducting this study to better understand *consumers' perception and evaluation of some new products*. You will be asked to complete a series of tasks and answer relevant questions. The questionnaire packet is expected to take approximately 25 minutes to complete.

The content of the questionnaires should cause no more discomfort than you would experience in your everyday life. Although participation may not benefit you directly, we believe that the information obtained from this study will help us gain a better understanding of *how consumers evaluate new products* (Your participation is solicited, although strictly voluntary. Your name will not be associated in any way with the research findings. If you would like additional information concerning this study before or after it is completed, please feel free to contact us by phone or mail.

Completion of the survey indicates your willingness to participate in this project and that you are over the age of eighteen. If you have any additional questions about your rights as a research participant, you may call (785) 864-7429 or (785) 864-7385 or write the Human Subjects Committee Lawrence Campus (HSCL), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7563, email dhann@ku.edu or mdenning@ku.edu.

Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

General Instructions

Thank you for participating in this research. In this research, you will be asked to complete a variety of tasks, which are **NOT** related to each other. Please follow the detailed instructions given for answering each question.

Your participation is crucial for the completion of this research. This survey is **anonymous**. Please do not write down your name anywhere in the survey. There is no right or wrong answers. We just want to learn your true opinions.

Task 1: Brand Thoughts

We are interested to know how consumers think of a brand. Your task is to quickly write down any thought that comes to your mind when you think of a particular brand. You only need to quickly jot down some thoughts, that is, you do not have to write in details or long sentences. Please list as many thoughts as you can possibly think of.

2. Please rate the **Sony** brand name using the following descriptions. (Please circle a number)

a. Not at all familiar	1	2	3	4	5	6	7	Highly familiar
b. Definitely do not recognize	1	2	3	4	5	6	7	Definitely recognize
c. Definitely do not know it	1	2	3	4	5	6	7	Definitely know it
d. Not at all favorable	1	2	3	4	5	6	7	Very favorable
e. Not at all pleasing	1	2	3	4	5	6	7	Very pleasing
f. Not at all likeable	1	2	3	4	5	6	7	Very likeable

4. Please rate the **NIKE** brand name using the following descriptions.

a. Not at all familiar	1	2	3	4	5	6	7	Highly familiar
b. Definitely do not recognize	1	2	3	4	5	6	7	Definitely recognize
c. Definitely do not know it	1	2	3	4	5	6	7	Definitely know it
d. Not at all favorable	1	2	3	4	5	6	7	Very favorable
e. Not at all pleasing	1	2	3	4	5	6	7	Very pleasing
f. Not at all likeable	1	2	3	4	5	6	7	Very likeable

This is the end of task 1. Please continue to next page for another task.

Task 2: Activities Description Study

Any behavior can be identified in multiple ways. For example, one person might describe a behavior as “typing a paper,” while another might describe the behavior as “pushing keys.” Yet another person might describe the behavior as “expressing thoughts.”

We are interested in your personal preferences for how a number of different behaviors should be described. On the following page, you will find several different behaviors listed. After each behavior there will be two choices. For example,

- Attending class a. sitting in a chair b. looking at the blackboard

Your task is to choose either, a or b, that best describes the behavior. Please circle only one alternative for each pair.

Of course, there is no right or wrong answer. People simply differ in their preferences for the different behavior descriptions, and we are interested in your personal preferences. Be sure to mark your choice for each behavior. Remember; choose the description that you personally believe is more appropriate in each pair.

Please go to the next page to complete the task.

1. Making a list	a. Getting organized	b. Writing things down
2. Reading	a. Following lines of print	b. Gaining knowledge
3. Joining the Army	a. Helping the Nation's defense	b. Signing up
4. Washing clothes	a. Removing odors from clothes	b. Putting clothes into the machine
5. Picking an apple	a. Getting something to eat	b. Pulling an apple off a branch
6. Chopping down a tree	a. Wielding an axe	b. Getting firewood
7. Measuring a room for carpeting	a. Getting ready to remodel	b. Using a yardstick
8. Cleaning the house	a. Showing one's cleanliness	b. Vacuuming the floor
9. Painting a room	a. Applying brush strokes	b. Making the room look fresh
10. Paying the rent	a. Maintaining a place to live	b. Writing a check
11. Caring for houseplants	a. Watering plants	b. Making the room look nice
12. Locking a door	a. Putting a key in the lock	b. Securing the house
13. Voting	a. Influencing the election	b. Marking a ballot
14. Climbing a tree	a. Getting a good view	b. Holding on to branches
15. Filling out a personality test	a. Answering questions	b. Revealing what you're like
16. Tooth brushing	a. Preventing tooth decay	b. Moving a brush around mouth
17. Taking a test	a. Answering questions	b. Showing one's knowledge
18. Greeting someone	a. Saying hello	b. Showing friendliness
19. Resisting temptation	a. Saying "no"	b. Showing moral courage
20. Eating	a. Getting nutrition	b. Chewing and swallowing
21. Growing a garden	a. Planting seeds	b. Getting fresh vegetables
22. Traveling by car	a. Following a map	b. Seeing countryside
23. Having a cavity filled	a. Protecting your teeth	b. Going to the dentist
24. Talking to a child	a. Teaching a child something	b. Using simple words
25. Pushing a doorbell	a. Moving a finger	b. Seeing if someone's home

1. Finally, we want to ask a few questions about you.

a. Are you _____? (Please circle one)

Female Male

b. What is your age? _____

c. Are you _____? (Please circle one)

White

Hispanic

African American/Black

Asian

Native American

Pacific Islander

Others _____

Thanks for your participation!

Experiment 1b

Welcome to our study!

Information Statement

The School of Business at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

We are conducting this study to better understand *consumers' perception and evaluation of some new products*. You will be asked to complete a series of tasks and answer relevant questions. The questionnaire packet is expected to take approximately 25 minutes to complete.

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Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

General Instructions

Thank you for participating in this research. In this research, you will be asked to complete a variety of tasks, which are **NOT** related to each other. Please follow the detailed instructions given for answering each question.

Your participation is crucial for the completion of this research. This survey is **anonymous**. Please do not write down your name anywhere in the survey. There is no right or wrong answers. We just want to learn your true opinions. All information that you provide will be kept **strictly confidential**.

Please imagine taking a trip **tomorrow**. Now write down the thoughts that come to your mind.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

2. Please rate the **Sony** brand name using the following descriptions. (Please circle a number)

g. Not at all familiar	1	2	3	4	5	6	7	Highly familiar
h. Definitely do not recognize	1	2	3	4	5	6	7	Definitely recognize
i. Definitely do not know it	1	2	3	4	5	6	7	Definitely know it
j. Not at all favorable	1	2	3	4	5	6	7	Very favorable
k. Not at all pleasing	1	2	3	4	5	6	7	Very pleasing
l. Not at all likeable	1	2	3	4	5	6	7	Very likeable

4. Please rate the **Cheerios** brand name using the following descriptions.

g. Not at all familiar	1	2	3	4	5	6	7	Highly familiar
h. Definitely do not recognize	1	2	3	4	5	6	7	Definitely recognize
i. Definitely do not know it	1	2	3	4	5	6	7	Definitely know it
j. Not at all favorable	1	2	3	4	5	6	7	Very favorable
k. Not at all pleasing	1	2	3	4	5	6	7	Very pleasing
l. Not at all likeable	1	2	3	4	5	6	7	Very likeable

Finally, we want to ask a few questions about you.

a. Are you _____? (Please circle one)

Female Male

b. What is your age? _____

c. Are you _____? (Please circle one)

White

Hispanic

African American/Black

Asian

Native American

Pacific Islander

Others _____

Thank you for your participation!

Experiment 2a

Welcome to our study!

Information Statement

The School of Business at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

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Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

**This project has been approved by the Human Subjects Committee Lawrence.
Approval # 18133**

This study tries to examine how consumers make judgments and think about brands. You need to answer a series of questions in the given order.

Part 1

Please imagine taking a trip tomorrow. Now write down the thoughts that come to your mind.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Part 2
Consumer Judgment Survey

In the next page you will be shown a list of 10 brands. Out of these 10 brands you need to choose any **three** that would form a “**coherent**” group with *Nike*. ***Remember, there is no standard definition of the word “coherent”, you can decide what constitutes a coherent group.***

III. How difficult was the task?

Not at all difficult 1 2 3 4 5 6 7 Very difficult

IV. How involved were you in answering the questions?

Not at all involved 1 2 3 4 5 6 7 Highly Involved

V. 1) What are your impressions of the Timberland brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

2) What are your impressions of the Esprit brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

3) What are your impressions of the Polo Ralph Lauren brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

4) What are your impressions of the Hush Puppies brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

5) What are your impressions of the Dr Scholl's brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

6) What are your impressions of the Asics brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

7) What are your impressions of the Wilson brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

8) What are your impressions of the Casio brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

9) What are your impressions of the Prince brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Like	1	2	3	4	5	6	7	Dislike

VI. 1) Regarding the brand Esprit are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Very knowledgeable

2) Regarding the brand Polo Ralph Lauren are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

3) Regarding the brand **Timberland** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

4) Regarding the brand **Asics** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

5) Regarding the brand **Hush Puppies** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

6) Regarding the brand **Dr Scholl's** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

7) Regarding the brand **Casio** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

8) Regarding the brand **Wilson** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

9) Regarding the brand **Prince** are you:

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not knowledgeable	1	2	3	4	5	6	7	Dislike

VII.

a. Are you__? Female Male

b. How old are you? _____

c. Are you _____?

White

Hispanic

African American/Black

Asian

Native American

Pacific Islander

Others _____

Thank you for your participation!

Experiment 2b

Welcome to our study!

Information Statement

The School of Business at the University of Kansas supports the practice of protection for human subjects participating in research. The following information is provided for you to decide whether you wish to participate in the present study. You should be aware that even if you agree to participate, you are free to withdraw at any time without penalty.

We are conducting this study to better understand *consumers' perception brands*. *You will be asked to complete a series of tasks and answer relevant questions*. The questionnaire packet is expected to take approximately 15 minutes to complete.

The content of the questionnaires should cause no more discomfort than you would experience in your everyday life. Although participation may not benefit you directly, we believe that the information obtained from this study will help us gain a better understanding of *individuals' ideal affect and its implications for communication with different age groups* (Your participation is solicited, although strictly voluntary. Your name will not be associated in any way with the research findings. If you would like additional information concerning this study before or after it is completed, please feel free to contact us by phone or mail.

Completion of the survey indicates your willingness to participate in this project and that you are over the age of eighteen. If you have any additional questions about your rights as a research participant, you may call (785) 864-7429 or (785) 864-7385 or write the Human Subjects Committee Lawrence Campus (HSCL), University of Kansas, 2385 Irving Hill Road, Lawrence, Kansas 66045-7563, email dhann@ku.edu or mdenning@ku.edu.

Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

**This project has been approved by the Human Subjects Committee Lawrence.
Approval # 18133**

This study tries to examine how consumers make judgments and think about brands. You
This study tries to examine how consumers make judgments and think about brands. You
need to answer a series of questions in the given order.

Part 1

Please imagine taking a trip tomorrow. Now write down the thoughts that come to your mind.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Part 2
Consumer Judgment Survey

In the next page you will be shown a list of 6 brands. Out of these 6 brands you need to choose any **three** that would form a “**coherent**” group with **Rolex**. ***Remember, there is no standard definition of the word “coherent”, you can decide what constitutes a coherent group.***

Now take your time to go through the list of six brands.

<i>Seiko</i>	<i>BMW</i>	<i>Cartier</i>
<i>Ritz Carlton</i>	<i>Citizen</i>	<i>Gucci</i>

I. Now, please choose any three brands from the list above that forms a coherent group with "Rolex".

2. _____ 2. _____ 3. _____

II. Please explain the reasons for your choice.

1. _____

2. _____

3. _____

4. _____

III. How difficult was the task?

Not at all difficult 1 2 3 4 5 6 7 Very difficult

IV. How involved were you in answering the questions?

Not at all involved 1 2 3 4 5 6 7 Highly Involved

V. How *favorable* were the brands in the given set?

Citizen

Not at all favorable 1 2 3 4 5 6 7 Very favorable

Cartier

Not at all favorable 1 2 3 4 5 6 7 Very favorable

Ritz Carlton

Not at all favorable 1 2 3 4 5 6 7 Very favorable

Gucci

Not at all favorable 1 2 3 4 5 6 7 Very favorable

Seiko

Not at all favorable 1 2 3 4 5 6 7 Very favorable

BMW

Not at all favorable 1 2 3 4 5 6 7 Very favorable

VI. How *familiar* were the brands in the given set?

Citizen

Not at all familiar 1 2 3 4 5 6 7 Very familiar

Cartier

Not at all familiar 1 2 3 4 5 6 7 Very familiar

Ritz Carlton

Not at all familiar 1 2 3 4 5 6 7 Very familiar

Gucci

Not at all familiar 1 2 3 4 5 6 7 Very familiar

Seiko

Not at all familiar 1 2 3 4 5 6 7 Very familiar

BMW

Not at all familiar 1 2 3 4 5 6 7 Very familiar

VII.

a. Are you__? Female Male

b. How old are you? _____

c. Are you _____?

- White
- Hispanic
- African American/Black
- Asian
- Native American
- Pacific Islander
- Others _____

Thank you for your participation!

Experiment 3

Welcome to our study!

Information Statement

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We are conducting this study to better understand *consumers' perception and evaluation of some new products*. You will be asked to complete a series of tasks and answer relevant questions. The questionnaire packet is expected to take approximately 25 minutes to complete.

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Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

General Instructions

Thank you for participating in this research. You will be asked to complete a variety of tasks, which are **NOT** related to each other. Please follow the detailed instructions.

Your participation is crucial for completion of this research. There is no right or wrong answer.

We just want to know your true opinion.

Please imagine taking a trip **tomorrow**. Now write down the thoughts that come to your mind.

- 1. _____

- 2. _____

- 3. _____

- 4. _____

- 5. _____

- 6. _____

- 7. _____

- 8. _____

- 9. _____

- 10. _____

Please read the following news article.

NEWS Business

Contact Person: Carol Kennedy
Company Name: Johnson & Johnson
Telephone Number: 948-897-9898
Fax Number: 948-897-6565
Email Address: ckennedy@jandj.com
Web site address: www.jandj.com

THE UNIQUE PURIFYING MASK AND NEW NATURAL BATH SPONGE TO BE LAUNCHED BY JOHNSON & JOHNSON

New York City, New York – Jan 23, 2010 — Amidst growing industry buzz, Johnson and Johnson, Inc. announced that they will launch their newest makeup product, **purifying mask**, and bath wash product, **bath sponge**.

The inspiration for the new purifying mask came from Johnson & Johnson's striving for giving its consumers the latest in the makeup world. The new luxurious, mousse textures treatment mask with white clay and aromatic concentrations purifies, calms and nurtures the texture of the skin.

The inspiration for the purifying mask came from consumer complaints about not having a purifying mask that is smoothing to the skin, said S. Mehta, Principle Scientist, R&D. This new bath sponge is made of PE yarn with environmental protection and natural soft cotton. It is coarser than sisal yarn, they can massage skin effectively, said Jason Buberel, Principle Scientist, R&D.

Please answer the following questions.

1. Please evaluate the new product **Johnson & Johnson purifying mask.**

a. Very bad	1	2	3	4	5	6	7	Very good
b. Not at all pleased	1	2	3	4	5	6	7	Very pleased
c. Not at all likeable	1	2	3	4	5	6	7	Very likeable
d. Undesirable	1	2	3	4	5	6	7	Desirable
e. Low quality	1	2	3	4	5	6	7	High quality

2. Please evaluate the new product **Johnson & Johnson bath sponge.**

a. Very bad	1	2	3	4	5	6	7	Very good
b. Not pleased	1	2	3	4	5	6	7	Very pleased
c. Not likeable	1	2	3	4	5	6	7	Very likeable
d. Undesirable	1	2	3	4	5	6	7	Desirable
e. Low quality	1	2	3	4	5	6	7	High quality

3. What are your impressions of the Johnson & Johnson brand?

a. Very bad	1	2	3	4	5	6	7	Very good
b. Not likeable	1	2	3	4	5	6	7	Very likeable
c. Not pleased	1	2	3	4	5	6	7	Very pleased

4. Please evaluate the *product category—purifying mask*.

- | | | | | | | | | |
|-----------------|---|---|---|---|---|---|---|---------------|
| a. Very bad | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very good |
| b. Not likeable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very likeable |
| c. Not pleased | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very pleased |

5. Please evaluate the *product category—bath sponge*.

- | | | | | | | | | |
|-----------------|---|---|---|---|---|---|---|---------------|
| a. Very bad | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very good |
| b. Not likeable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very likeable |
| c. Not pleased | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Very pleased |

Finally, answer the following questions.

a. Are you _____? (Please circle one)

Female Male

b. What is your age? _____

c. Are you _____? (Please circle one)

- White
- Hispanic
- African American/Black
- Asian
- Native American
- Pacific Islander
- Others _____

Thank you for your participation!

Experiment 4

Welcome to our study!

Information Statement

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Sincerely,

Pronobesh Banerjee
Doctoral Student
School of Business
118 B Summerfield Hall
University of Kansas
Lawrence, KS 66045

This study tries to examine how consumers make judgments and think about products. You have to answer a series of questions in the order given. At the end of **Part I** you will be instructed to go to the next part.

The study is going to take approximately 25 mins.

Part I

Please imagine taking a trip tomorrow. Think for a while and list the thoughts that come to your mind.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

Consumer Judgment Survey

We are interested in knowing how people make judgments about products. In the following page you will see a new product. Please take your time to answer the questions that follow.



Cheerios is planning the launch of

Cheerios Fruit Juice

Now, please take your time and answer the following questions (please circle the most appropriate number).

I. Please evaluate the new product, **Cheerios Fruit Juice**.

Very bad	1	2	3	4	5	6	7	Very good
Not Likeable	1	2	3	4	5	6	7	Very Likeable
Not pleased	1	2	3	4	5	6	7	Very pleased

II. The new product **Cheerios Fruit Juice** is

Extremely Inconsistent With <i>Cheerios</i>	1	2	3	4	5	6	7	Extremely Consistent With <i>Cheerios</i>
Extremely Unrepresentative Of <i>Cheerios</i>	1	2	3	4	5	6	7	Extremely Representative Of <i>Cheerios</i>

III. Please list the thoughts that went through your mind as you were answering the above questions.

(1) _____

(2) _____

(3) _____

(4) _____

(5) _____

(6) _____

IV. What are your impressions of the *Cheerios* brand?

Unfavorable	1	2	3	4	5	6	7	Favorable
Bad	1	2	3	4	5	6	7	Good
Dislike	1	2	3	4	5	6	7	Like

V. Regarding the brand *Cheerios* are you :

Unfamiliar	1	2	3	4	5	6	7	Familiar
Inexperienced	1	2	3	4	5	6	7	Experienced
Not Knowledgeable	1	2	3	4	5	6	7	Knowledgeable

Finally, answer the following questions.

a. Are you _____? (Please circle one)

Female Male

b. What is your age? _____

c. Are you _____? (Please circle one)

- White
- Hispanic
- African American/Black
- Asian
- Native American
- Pacific Islander
- Others _____

Thank you for your participation!