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Brand Extension

*The study of consumer perception of the parent brand
and its extended brand personality*

A case study: Santa Maria AB

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Abstract

In an ever more rising competitive environment, brand marketers are looking for ways to expand their portfolios and at the same time decrease the costs of the new products introduced as well as diminish the risk of new product failure. One of the most popular ways to achieve this is to put a new product created in another category under the name of an existing brand and this is called brand extension. However, this approach is full of ups and downs that affect the consumer's behavior. On this basis, this study intends to find out how do consumers perceive the parent brand and the extended brand's personalities.

The thesis is based on using related literature and a quantitative survey in order to answer the following four main research questions:

- What are the parent brand's and the extended brand's personalities that the company wants to be perceived?
- How do the consumers perceive the parent brand's and the extended brand's personalities?
- Are there any correlations between the perception of the parent brand personalities and the extended brand personalities?
- Are there any relationships between the parent and its extended brand's personalities regarding the consumer's perception?

The thesis concludes with results and findings of the analysis performed which the authors hope will help the case company as well as other interested persons in improving their market strategies.

Key words: brand extension, consumer perception, brand personality

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1. Introduction

The aim of the present chapter is to introduce the theme of this Master thesis and the motives, problems and findings that lie behind this choice. It includes a short general background of the area investigated and continues with presenting the main four research questions on which the entire project is structured and which will guide the later analysis and discussions. The present chapter ends with setting the delimitations of this study.

This case study shows the phenomenon of brand extension and examines the correlation of consumer perception on the parent brand and the extended brand personalities. Managing the brand in the fast growing consumer products industry, the brand personality is a crucial variable and the company makes great efforts to communicate them to their target consumers. The wider the range of brands extended, the higher the awareness the company needs regarding how their consumers perceive the extended brands.

In order to make it possible to measure such an abstract and intangible indicator such as “brand personality”, we conducted the survey at the case company in comparison to the consumer survey undertaken from four different areas. The result shows whether the company could maintain the overall integrity of the brand’s personalities, both for the parent and its extended brands.

Brand management under the circumstances of the brand extension turns out to be a predominantly significant and difficult task whereby this research study could partly explain the importance of the brand personalities. Most companies have a propensity to overlook their final consumer recognition and perception towards their brand personalities after the brand extension. Both theoretical and empirical information have been acquired to get the deeper insight into the problem area. The result of the study is be forwarded to the case company to be examined as the brand indicators for creating the durable brand hierarchy whereby the stable platform for the future brand extension is proactively secured.

1.1 Background

A brand extension takes place when a company extends its brands into new

product classes. Brand extensions might not only increase the returns but also help penetrate and capture a new market. Some brand extensions are not promising because the extended brands might work against the original personality of the parent brand. By extending the brand, the focal point of its parent brand's personality might get distorted in the minds of the consumer if the extended brand's personalities fall outside the original brand characteristics. In contrast, if brand extension is executed properly, it will possibly create a tremendous rise in the brand distinctiveness.

The consumer perception on the brand personality has been discussed by some researchers from many different perspectives. Most of them compare and contrast the brand personalities of different products which are already well-established in the market. We could not find any of them comparing and contrasting the parent brand and its extended brands' personalities to identify any correlations between those two variables. There are many doubts upon what could happen to the consumer perception on the parent brand while the company extends into new brand concepts and introduces the relatively new brand personality to the consumers. As a consequence, how significant is the consumer perception on the parent brand and the extended brands' personality in correlation to each other?

1.2 Problem Discussion

During the last years, many new product lines have been extended and launched in the food segment. The ethnic food trends and new consumption patterns create a niche for many food manufacturers and marketers to yield the market share and establish its new or stronger position in this segment. There are doubts that the brand extension might affect the parent brand and its extended brands in different ways. For example, certain extensions might exploit the brand assets, while other extensions might destroy the parent brand's personality. Some extensions might have a neutral effect while others help develop and foster the meaning of the parent brand's personality in the consumers' mind.

We argue, in this study, that it is highly critical for the company to tactically and proactively design their extended brands' personalities. The well-judged brand personality design needs to be planned and communicated within the organization and all related partners have to secure the sustainable brand personalities which are considered, in this study, one of the most precious

success factors for the fast moving consumer products industry.

There is a thin line between the successful brand extension and the bad brand extension where the perceived brand personalities could positively and negatively affect the success of the brand extension. The case company studied is a fast mover when it comes to new product development in the ethnic food category. The company has outstandingly stereotyped its newly launched concept according to the product's country of origin, e.g. Thai and Indian concepts. This kind of extension hereafter in this study is referred as "brand extension by country of origin", which we will use as a common term in our paper. The case company conceptualized the two abovementioned brands under the umbrella concept as "spicy world". We realized that this highlighted phenomena might, to some extent, increase the complexity of our research question and hence become the challenging aspect of our research area. Brand extension by country of origin is considered new for the case company and to the food market as a whole. We find it highly motivating to find out if there is any correlation between the perception of the parent brand and its extended brand's personalities.

1.3 Purpose

The main purpose of this thesis is to gain a deeper understanding for how the owner of the brand wants his consumers to perceive his brands and examine whether these expectations are fulfilled. The secondary aim is to investigate whether there are any correlations between the parent brand's and its extended brand's personalities.

1.4 Research Questions

The problem that needs to be addressed initially, in order to allow the company to examine the effects of the extension on the consumer perception of the brand as well as to refine the potential marketing strategies of the extension, is to find out the way in which Santa Maria's brand extension affects the customer. Therefore, the first problem area to be addressed is:

Question Area 1:

What are the parent brand's and the extended brand's personalities that the

company wants to be perceived?

This first research question paves the way for the next question regarding the way the consumer feels and recognizes the brands' personalities of the parent brand and the extended brands.

Question Area 2:

How do the consumers perceive the parent brand's and the extended brand's personalities?

Subsequent to creating an understanding of how the customers feel and how they perceive the brand extension, the next step is to see to what extent the brand extension alters the perception of the parent brand in the consumer's mind

Question Area 3:

Are there any correlations between the perception of the parent brand personalities and the extended brand personalities?

After gathering the necessary information regarding brand extension and its influence on the consumer it is now time to investigate how is brand extension affecting the parent brand in the consumer mind.

Question Area 4:

Are there any relationships between the parent and its extended brand's personalities regarding the consumer's perception?

1.5 Delimitations

The consumer perspective will be explored and studied in order to increase the understanding about the consumer mind towards the parent and the extended brands. The financial perspective will be left out since the increase in the market share shows no problematic dilemma. The geographical characteristic of the consumer survey will be conducted at the national level with respect to the target market of the brands studied in this research. The international consumers will be excluded in order to gain an in-depth analysis of Sweden.

The brand concept levels (Spices, Thai and India) will be examined in

formulating the survey questions rather than each specific product category. Since both Thai and India concepts are composed of their own product diversifications, to study each diversified product would be a too broad area to tackle during our limited time frame. Therefore we are focusing our analysis on the brand concept levels. The language of the survey in the empirical section was conducted in Swedish in order to eliminate any possible deviation of language barrier and misinterpretations between the senders and the receivers. With help of some native Swedish speakers in formulating the interview questionnaires and conducting the telephone interview, the language barrier was minimized.

2. Literature Review

This chapter intends to set the theoretical frame of the thesis by introducing the main areas needed to create the basis of our analysis, shaping the way towards our main purpose. Thus, it begins with a short description of the brand management environment and continues with the concept of brand extension providing the common factors for successful and unsuccessful extension. After setting the theoretical frame of the subject, this chapter narrows its scope and presents the nature of consumer behavior and the nature of perception in order to pave the way for understanding the identity and later on the personality of a brand.

The primary theoretical background of this study is the knowledge that has been gained during the Program Master of International Management when studying “managing business operations”. Managing the brand is one part of the field study for one problem-based learning term paper during the master. Since the module adjourned, some doubts upon the consumer perception of the brand extension still remain in the authors’ minds. We find this thesis as a great opportunity to find the answer of some doubtful theories. The theories in this field have primarily been discussed most in the marketing and the advertising arena. Very little interest has been discussed in terms of brand extension by product’s country of origin, partly due to the new trend in this industry and partly because of the inadequate inspirations of researchers upon the ethnical perspectives of the brand extension. The correlation between the parent brand and its extended brand in terms of brand personality will be the reflected upon as a prime concept for this theory.

Therefore, the body of theories will contain relevant information regarding brand management, brand extension, brand identity, brand personality and a consumer perception context that will be reviewed and reflected upon in this research.

2.1 Brand Management

The turning point in the conception of brands started in the 1980s. Management came to realize that the prime asset of a company was, in fact, its brand. In the

past, the assessment of a company was evaluated in terms of its building construction and land and then its tangible assets (plant and equipment). But recently it became obvious that the factual value is in the “minds of potential consumers.”

Their buying behaviors and perception of the parent products or extended products represents the starting point in the strategy and decision-making process. Knowledge of consumer behavior is then indispensable for branding management.

Kapferer (1997), one of the influential researchers in branding, marks in his context that although high prices are paid for companies with brands, companies are in fact buying certain places in the minds of potential consumers. He adds that awareness, image, trust and reputation could promise future success for the brand. Thus, the value of a brand is partly represented by its ability to create such cash flows.

If it is true that the brand could give the product meaning and influences its identity then a well-judged brand extension which could create crucial points of differentiation in an ever more crowded market is essential in managing the brand.

2.2 Brand Extension

It is observable that the brand owners must realize that brands are one of the most precious assets and need to be managed with care and deliberation when deciding to extend the brand. There are many indicators from the consumer perspective, which the company might investigate in order to track its external environment’s reaction toward their brand executions. Such study would help the company to make sure that the indispensable values and qualities of the brand are clearly understood and communicated to its final consumers. The essential qualities and attributes of the brand must be perfectly understood by the brand owner.

For the authors of this paper, a brand is not a name, a position or a marketing statement. Instead, it is a promise made by a company to its customers and supported by the same company. In the same line of thought, we agree with Apostolopoulou’s (2002) definition of a parent

brand as the name of the brand that represents the basis for the extension.

In an ever more rising competitive environment, brand marketers are looking for ways to expand their portfolios and at the same time decrease the costs of the new products introduced as well as diminish the risk of new product failure. One of the most popular ways to achieve this is to put a new product created in another category under the name of an existing brand. This is called brand extension (Fox et al., 2001).

According to Keller & Sanjay (2003), one of the most significant advantages of a strong brand is the fact that it makes it easier for consumers to accept a brand extension. Due to the fact that brand extension diminishes the risk regarding consumers and decreases the cost with marketing and promotion, it has become the most frequent product strategy over the last two decades. Still, “brand extension can be a double-edged sword” (Keller & Sanjay, 2003, p.12).

To throw light upon Keller & Sanjay’s (2003) affirmation, successful and unsuccessful key factors will be provided in the next paragraphs.

According to Keller (1998) and Apostolopoulou (2002), brand extensions help organizations by increasing their strength, their customer base and their long-term viability. In a study performed in U.S. for professional sport teams, Apostolopoulou (2002) found six keys to successful brand extension:

- the strength of the parent brand
- the perceived fit between the parent brand and the extended product
- the promotional support and positioning of the extended brand
- the quality of the extension product
- the distribution strategy
- the management of the extension

However, according to many authors, brand extension seems to be a risky thing to rely on. Thus, Chen & Chen (2000) consider, in a study performed in Taiwan, that the following criticizing ideas regarding brand extensions can be found in the appropriate literature. The extended brand is perceived as cannibalizing the parent brand by eating into the total sales of the main brand. Moreover, an extension can create consumer confusion regarding the quality of the new created products. Last but no least, brand extension is seen as a lazy version of a new brand.

After viewing the pros and cons regarding brand extension, the first question that comes into our minds is, if brand extension is such a bad thing, why do so many businesses use it as part of their core business strategy?

We believe that being aware of the side effects of extensions and by taking into consideration the main factors that lead to a healthy, successful extension can benefit an organization. To make this happen these factors will be discussed.

The key factor in brand extension, according to Murphy (1990), is to understand the main values that the brand stands for and to develop a well-structured plan of action for the brand's equity. Moreover, the author believes that only by understanding the personalities of the brand can it be decided which are the areas where such attributes can be used. Nevertheless, line extension is time consuming and for that reason it should be implemented gradually, remembering that in the end it will allow extension in areas which otherwise would be impossible to penetrate through creating a new brand (Murphy, 1990).

According to Murphy (1990, p.110), "to develop new brands is extremely *expensive, highly risky and takes a long time.*" When he speaks about expenses, Murphy (1990) does not only mean the cost with creating a new brand concept but also the costs with advertising in order to launch the new brand on the market as well as to support it during its whole life cycle. Murphy (1990, p.110) considers that "*the process of branding is one whereby a bond is created between the brand and the consumer and, generally the consumer has little interest, at least initially, in the brand proposition. Sustained advertising and promotional investment is therefore required to create this bond and reassure the consumer that the brand proposition will endure; such on-going support is expensive.*"

The maintenance of the brand's visual identity is another important factor for the line extension that managers have to take into consideration. By neglecting, this standpoint can have as consequence the disintegration of brand identity and personality, which can in turn seriously harm the value and power of the core brand (Murphy, 1990).

According to Hartley (1998), extension is now an essential part of the life of a brand, for it represents growth, development of scope and market adaptability. Besides this, he believes that the market needs to identify the right time, place and content for the extension, as well as the methods to be implemented for the

launch.

In contrast with Hartley's (1998) opinion, Kapferer (2001) assumes that local or long-standing brands have too little faith in brand extension. He adds that only a few ingredients may be needed to revitalize them and among them, the most important are courage and enthusiasm, but also a dynamic and exciting product range.

Moreover, Kapferer (2001) believes that there are many bad reasons for extension such as extension is fashionable, and that is why many brands embrace this strategy before consuming all the resources for growth of the core product.

One might question that every brand is different, and some brands are more elastic than others. We argue that there is no magic recipe for brand extension. Some explorative descriptions on the brand extension process will be acquired from our case company in order to lighten the reality with the theories as follows: How does a company know that the extension will "fit" the core brand? Is it necessary that the core value of the extension and its positioning must be identical or very similar to the parent brand?

To take an optimistic view, it could be presupposed that brand extension might in contrast create a strong and growing concentration on the parent brand. The brand extension, we infer, could appose to new brand development. Perhaps brand extension can also maintain interest in the parent brand and may help to ensure that it remains sustainable in the consumer mind.

2.3 Consumer Behavior vs. Consumer Perception Theories

Consumers make purchasing decisions according to their own perception of value. They decide on what they need from a brand and choose according to this need. The company in general selects the most appropriate alternative for speculation, and concentrating the company strategy on that choice provides a competitive edge.

The Nature of Consumer Behavior

According to Antonides et al. (1998), consumer behavior is complex and includes different perspectives. In this respect, we find it necessary to provide

their definition of the concept.

Thus, “*consumer behavior concerns mental and physical acts including their motives and causes of individuals and groups regarding orientation, purchase, use, maintenance and disposal and household production of goods and services from the market sector, the public sector, and the household sector, leading to functionality and the achievement of consumer goals and values and thus to satisfaction and well-being taking into account short-term and long-term effects and individual and societal consequences*” (Antonides et al. 1998, p.4).

The definition tells us that on one hand the consumption is concrete (like the purchase of a certain item), and on the other hand it is a mental process which can not be observed. The consumption can also be the result of a reasoned or deliberate decision (like the purchase of a residence), but also impulsive (like an order at a restaurant). Moreover, consumption can derive as a result of an individual decision or from the influence or insistence of a group (Authors).

To make clearer for the reader what the nature of consumer behavior consists of and how it affects the marketing decisions, the model below from Hawkins et al. (2001) is included.

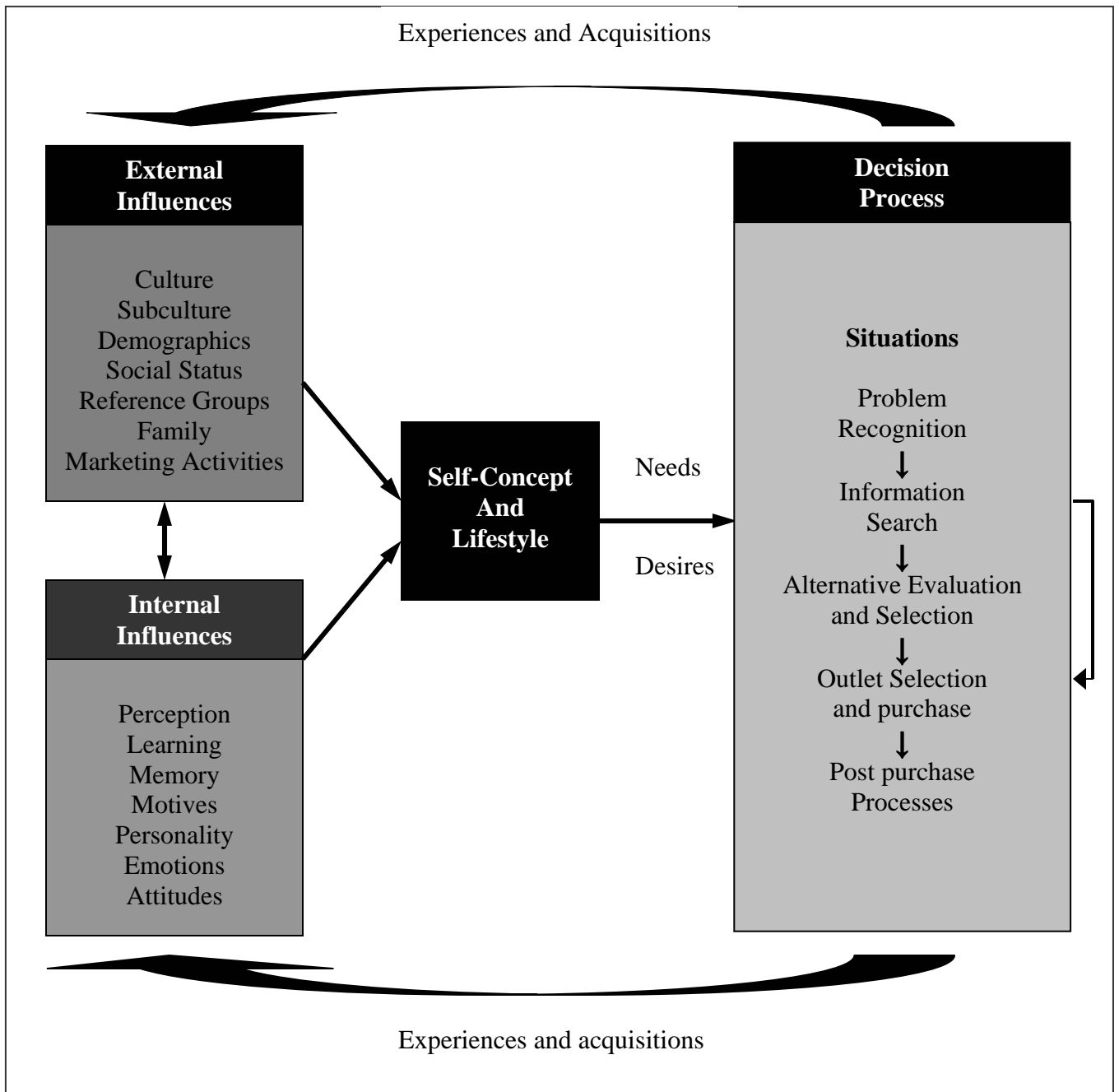


Figure 2.1: Overall Model of Consumer Behavior

Source: Hawkins et al., 2001, p.26

The figure above represents a conceptual model which reflects the beliefs of Hawkins et al. (2001) about the general nature of consumer behavior. According to them, individuals develop self-concepts and lifestyles based on different external and internal influences. From these self-concepts and lifestyles, derive different needs and desires, which in order to be fulfilled require certain

consumption decisions. The process of consumer decision, together with the experiences and acquisitions derived from it, affect the consumer's self-concept and lifestyle by affecting their external and internal characteristics.

Each individual has a view of their own self concept and each one tries to live in a certain way according to the affordable resources lifestyle. The way someone chooses to live is determined by different internal factors such as personality, values, emotions and memory as well as different external factors such as culture, age, friends, family and subculture. In order to attain the desired way of living, certain needs and wants appear. The majority of these situations result in purchase decisions. The decision process will determine learning and may influence certain internal and external factors, which in turn will affect the self-concept and lifestyle (Hawkins et al. 2001).

The Nature of Perception

Perception is an important psychological process and is relevant for our study in order to understand how consumers perceive the new products created through brand extension.

“Information processing is a series of activities by which stimuli are perceived, transformed into information and stored” (Hawkins et al., 2001, p.284). The figure below illustrates a useful information-processing model with four major steps or stages: exposure, attention, interpretation and memory. The first three of these constitute perception.

According to Antonides et al. (1998), consumers perceive reality in their own ways. Among them, subjective and objective perceptions stand out. Subjective perception is selective. However, this selectivity is essential nowadays to the overload of information. From the amount of offers on the market, people have to take this decision, which on the other hand can make them miss relevant information (Antonides et al. 1998).

When a new product appears, the consumers have to decide in which category he/she should position it. For this, the consumer has to pay attention to the product's characteristics and personalities. Perception is the first step in giving meaning and place to a new product (Antonides et al. 1998).

Taking this into consideration, we will further use the model of Hawkins et al. (2001) to throw some light on what is the nature of perception and how does it

work.

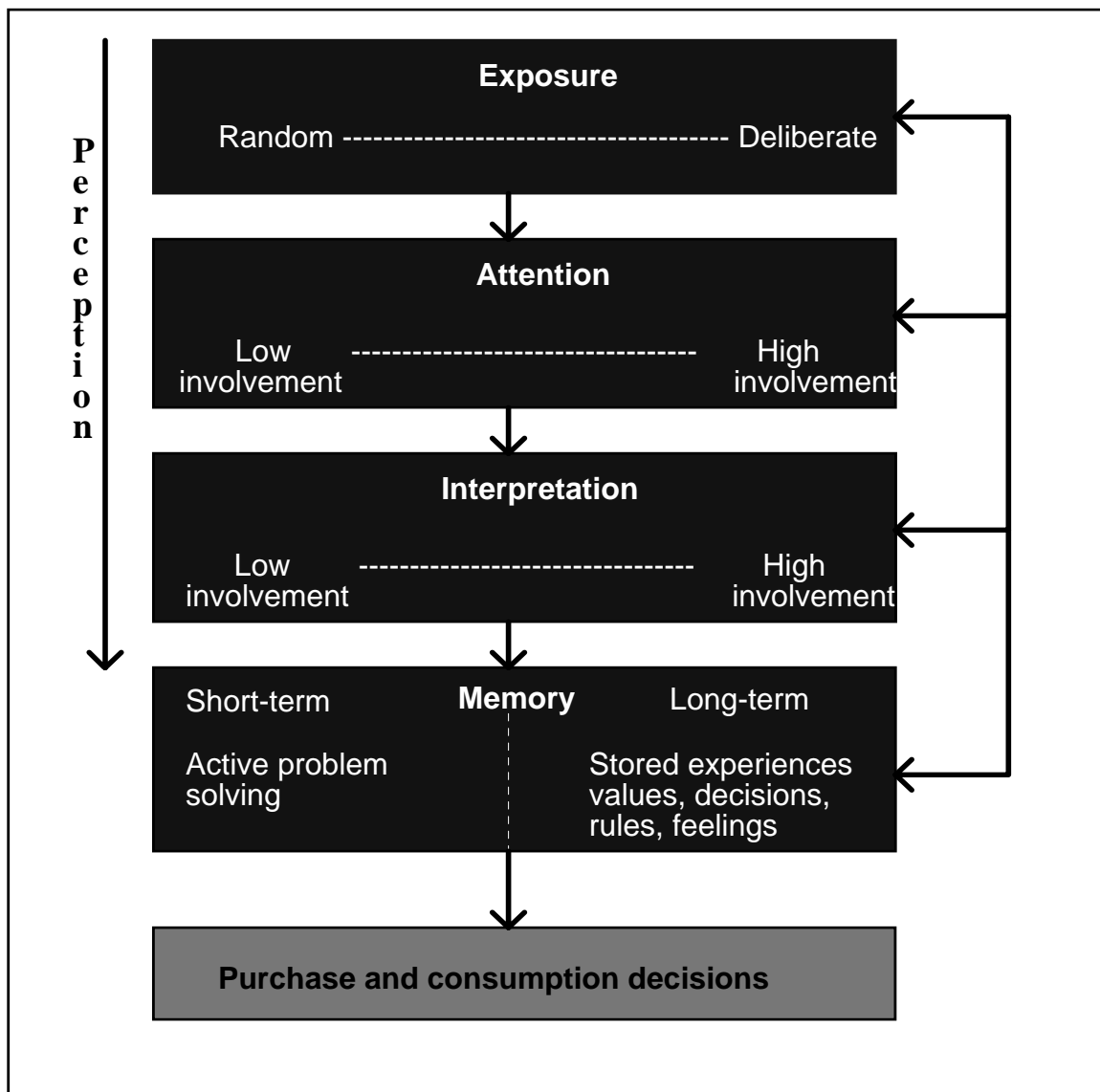


Figure 2.2: Information Processing for Consumer Decision Making

Source: Hawkins et al., 2001, p.284

Exposure occurs when a stimulus such as a billboard comes within range of a person's sensory receptor nerves - vision, for example. Attention occurs when the receptor nerves pass the sensations on the brain for processing. Interpretation is the assignment of meaning to the received sensations. Memory is the short-term use of the meaning for immediate decision-making or the longer-term retention of the meaning (Hawkins et al. 2001).

The figure above and the discussion suggest a linear flow from exposure to memory. However, these processes occur virtually simultaneously and are clearly interactive. That is, our memory influences the information we are exposed to, attend to and the interpretations we assign. At the same time, memory itself is being shaped by the information it is receiving.

Both perception and memory are extremely selective. Of the massive amounts of information available, an individual can be exposed to only a limited amount. Of the information to which the individual is exposed, only a relatively small percentage is attended to and passed on the central processing part of the brain for interpretations. The meaning assigned to a stimulus is as much or more a function of the individual as it is the stimulus itself. Much of the interpreted information will not be available to active memory when the individual needs to make a purchase decision (Hawkins et al. 2001).

This selectivity sometimes referred to as perceptual defenses, means that individuals are not passive recipients of marketing messages. Rather, consumers largely determine the messages they will encounter and notice as well as the meaning they will assign them. Clearly, the marketing manager faces a challenging task when communicating with consumers.

2.4 Brand Identity

McClendon (2003) considers that brand identity is something that exists in the minds and hearts of the consumers when they hear the name of the brand. He further adds that it is the identity of the brand which provides the real strength to the business.

After studying the related literature, we can say that brand identity represents the public image of a product, line or service. It is the visual link between the company and the consumer. Brand identity includes brand names, logos, positioning, brand associations and brand personality.

Upshaw (1995) has identified the brand identity as a brand's DNA configuration. He supposes that the particular set of brand elements is blended in a unique way to establish how the brand will be perceived in the market place. In contrast, we believe, the marketers who might tailor some elements to match it with the core brand personality propose the strategic brand personality

in reality.

According to Kapferer (2001), it is critical for each business to understand that the attributes of a brand represent the indispensable elements. Not all brand managers are aware of this. We believe that one way of finding out what the elements the extended brand would need in order to mediate with the market, would be the pilot test interview with the consumer is the best possible method to avoid a trial and error way of branding.

In his recent book, Aaker (2000) argues that a brand is more than a product. Creating an extension can benefit the parent brand by helping it ‘break out of the box’. According to him, there are several reasons for building a rich extended brand identity, reasons that are going to be illustrated in the following figure and explained underneath it.

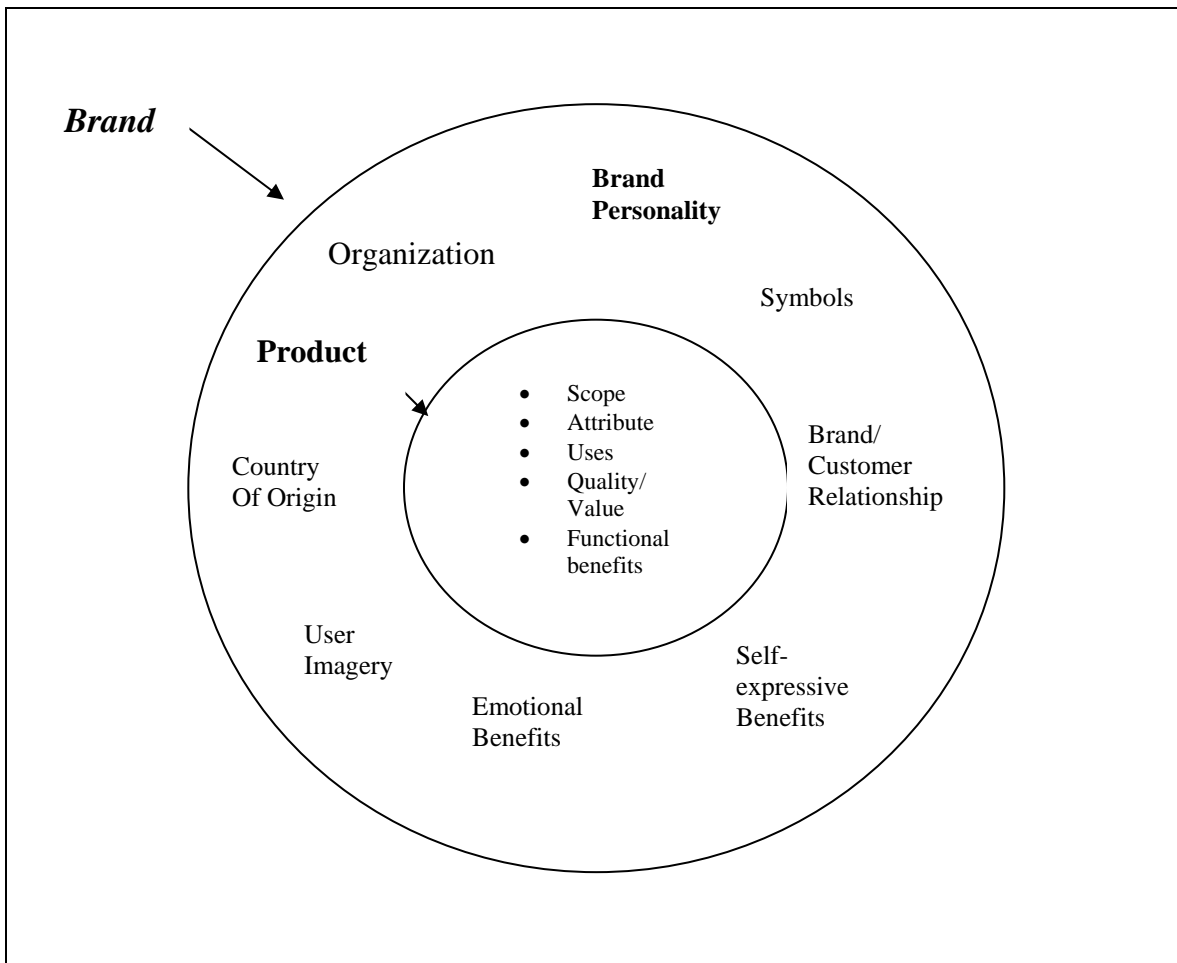


Figure 2.3: A Brand Is More Than a Product

Source: Aaker, 2000, p. 52

“A richer brand identity is a more accurate reflection of the brand. Just as a person cannot be described in one or two words, neither can a brand. Three-word taglines or an identity limited to attributes will simply not be accurate” (Aaker, 2000, p. 54).

Aaker (2000) considers that the identity of a brand represents what the brand stands for. Taking into consideration that the brand identity is inspirational, it must comprise and reflect the values and cultures of the entire organization. Moreover, customer concern should dominate the strategy of the business. And lastly, Aaker emphasizes in his picture that *“the extended identity provides a home for constructs that help the brand move beyond attributes. In particular, brand personality and symbols normally fail to make the cut when a terse brand position is developed, yet both are often extremely helpful strategically as well as tactically”* (Aaker, 2000, p.54).

2.5 Brand Hierarchy Tree

The brand’s structure can be illustrated logically by using the brand family tree together with all the related sub-brand branches. The figure below can be viewed as an organizational chart. The horizontal and vertical dimensions are grouped after numerous factors such as segment, product, quality and design (Aaker, 2000).

The horizontal dimension shows the scope of the brand in terms of the sub-brands that lie under the brand umbrella in the box visualized “Colgate” as a parent brand. The vertical dimension represents the brands and sub-brands that exist for an individual product-market entry (Aaker, 2000).

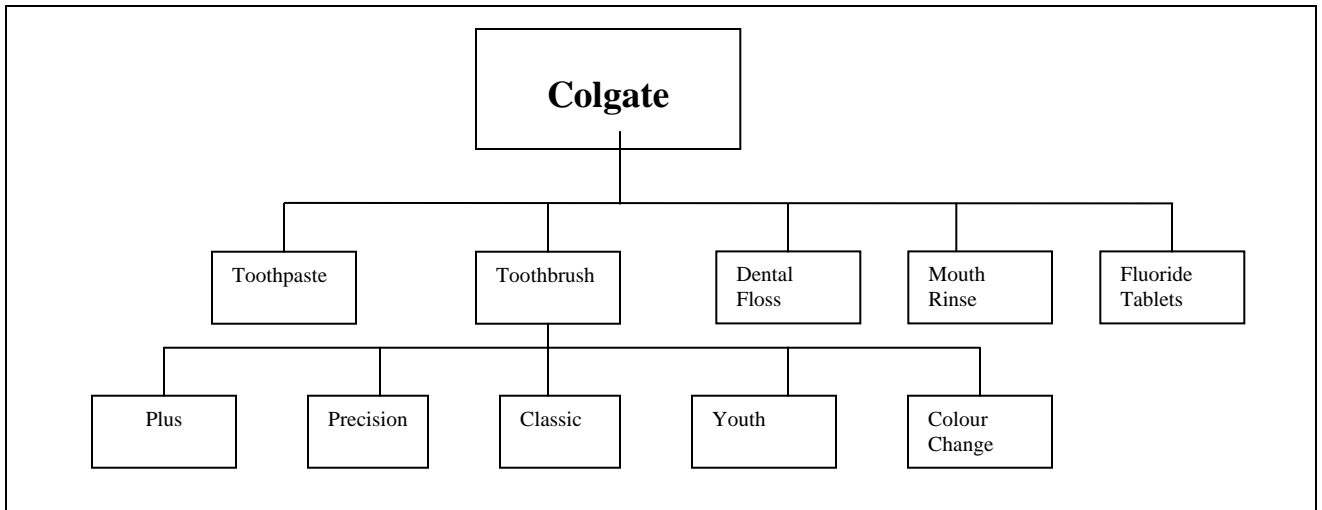


Figure 2.4: Brand Hierarchy Tree for Colgate Oral Care Products

Source: Part of Aaker's diagram, 2000, p. 145

The visualized overview of the whole brand guides the brand managers to keep an eye on its entire brand and to analyze if there are too many or too few. The question is how these brands can be reinforced, what message they deliver to the consumer and what improvements to the particular message can be done (Aaker, 2000).

We intend, in the empirical section, to discuss how the case company structures its brand, and examine the relationship between the brand hierarchy and its affects on the sub-brand/concepts personality. We find the brand hierarchy highly relevant in our research question to explore whether there is any correlation between them.

2.6 Brand Personality

Looking at the day-to-day life and the reasons that lie behind our choices, we can see that each product has different personalities from the car we drive to the beer we drink. This means that everything has its distinct personalities that appear to us differently in different situations. And, as Hawkins et al (2001) said, each consumer will purchase the respective product with the personalities that match the most of his/her personalities.

As a formal definition of brand personality, Aaker (1997, p.20) considers that brand personality is "the set of human characteristics associated with a brand,"

while Larson (2002) believes that brand personality is the first reaction people have to a brand when they hear, see, taste or touch a certain product belonging to a specific brand name.

Aaker has described in detail how brand personality can create differentiation on the market. *“First, a personality can make the brand interesting and memorable.”* He adds that *“a brand without personality has trouble gaining awareness and developing a relationship with customers. Second, brand personality stimulates consideration of constructs such as energy and youthfulness, which can be useful to many brands. Third, a brand personality can help suggest brand-customer relationships such as friend, party companion or advisor.”* He concludes that *“with the personality metaphor in place, relationship development becomes clearer and more motivating.”* Aaker (1997, p352).

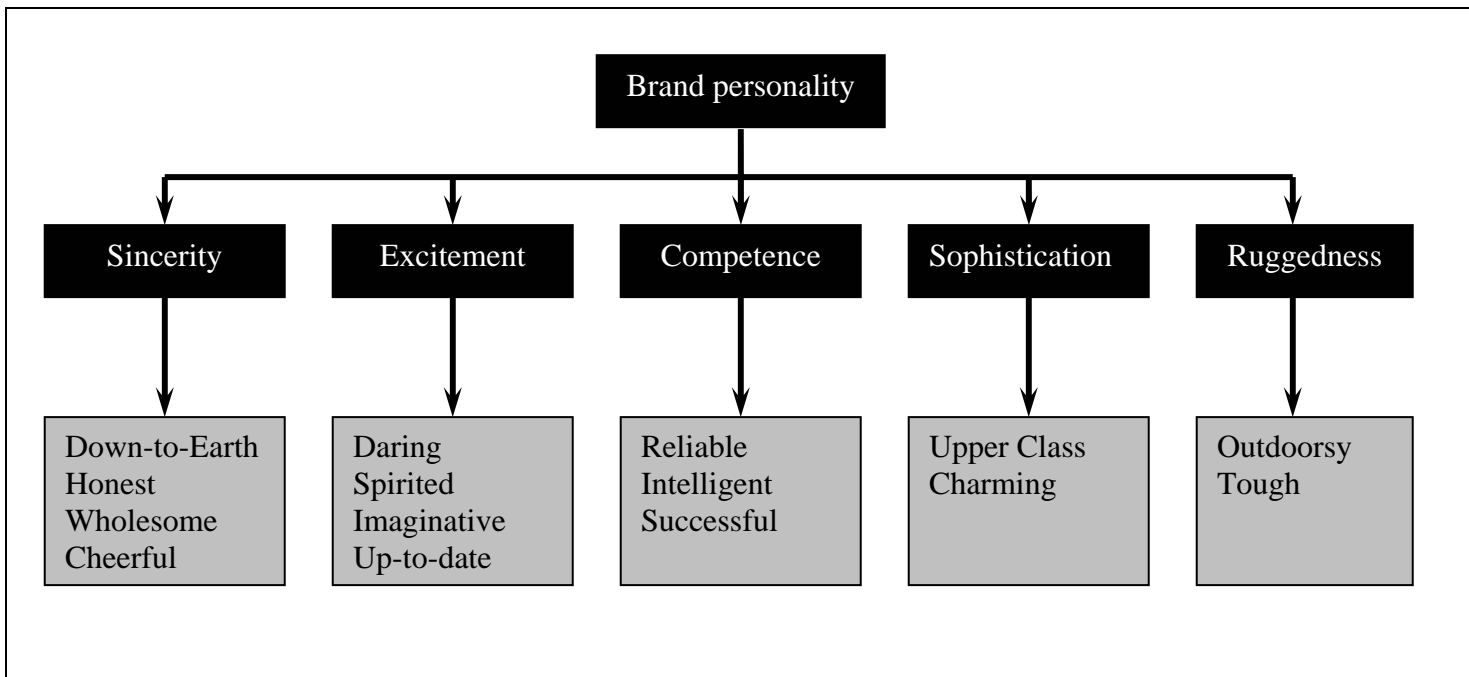


Figure 2.5: Dimensions of Brand Personality

Source: Aaker, 1997, p.352

According to Hawkins et al. (2001), consumers consider brand personalities in terms of five dimensions - sincerity, excitement, competence, sophistication, and ruggedness, each one consisting of several categories. For example, he adds when appreciating the sincerity of a certain brand, consumers think about how down-to-earth, honest, wholesome and cheerful the brand is, while the

excitement characteristics refer to the degree to which the brand is daring, spirited, imaginative and up-to-date.

Hawkins et al. (2001) also argue that a brand gathers personalities during its life cycle. These personalities influence the brand and the purchases. That is why he believes that the understanding of personalities of the brands is a crucial factor for the marketers to assure the success of a specific brand on the market.

According to Plummer (2000), brand personality has two different sides which are equally important to understand in order to see the whole concept. Thus, the first face is known as the input and represents what the brand managers want their consumers to think and feel about their brand, and the other one is the out-take meaning what the consumers are in fact thinking and feeling about the respective brand.

Moreover, Plummer (2000) considers that these two faces can be also referred to as *brand personality statement* and *brand personality profile*. The brand personality statement is known to be the main strategic tool in creating a new product. It represents what the company hopes and wishes that their products will represent for future potential buyers. In contrast, the brand personality consumer profile is a tool used to analyze the consumer's perception of the brand. The profile should indicate which dimensions of the brand or product are strong and which are weak. Most of the times, the brand personality profiles are measured through consumer surveys. The purpose of the brand personality profiles is to compare the population subgroups and to analyze the numbers resulted from the research. However, Plummer (2000) stresses the fact that these numbers are often misleading. According to him if, for example, 35 percent of the population asked considers that the brand is modern, this percentage should mean that 65 percent considers the brand as being old-fashioned and the action should be taken in this direction.

Another way of illustrating the personality of the brand is illustrated by Melin (1997), by visualizing her brand personalities in the form of a diagram and plotted the brand personality in the exact position where the brand's personality belongs. Melin's techniques could demonstrate where the particular brands are perceived in a collection of relevant dimensions.

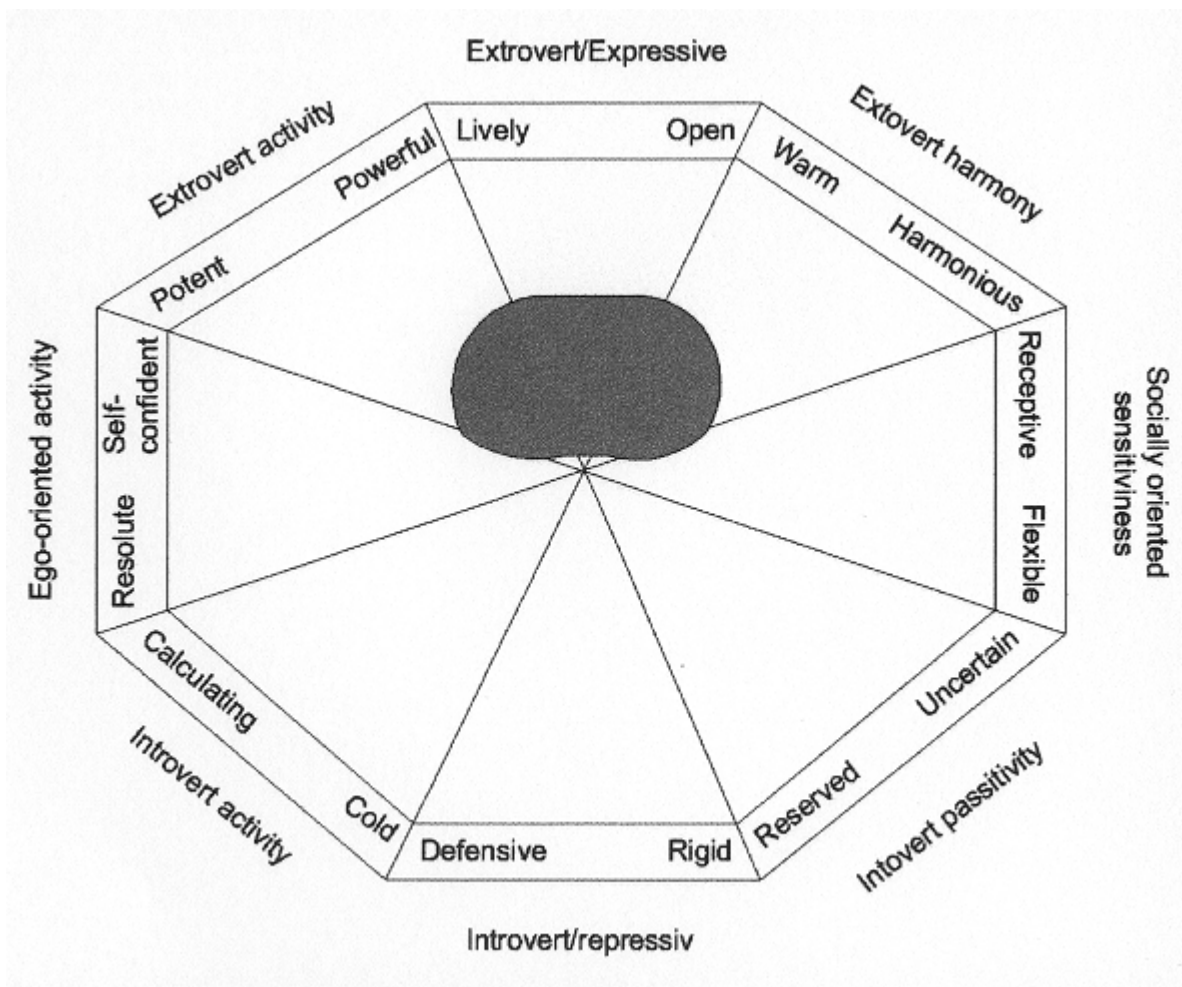


Figure 2.6: Brand Personality Visualized by a Graphic Form

Source: Melin, 1997, p. 263

We find this technique most suitable in visualizing our research results in that section of this paper. As a supplement of this method, we would add one more function to Melin's technique, the numerical scales which will be explained in detail in the research methodology section, in order to show the degree of perception in each brand personality trait. Melin's technique does not rate the degree of importance of each personality trait rigidly and we could hardly see the black layer being so round and positioned at only a few personality areas. We believe that it is significant to show the degree of perception where the brand personality is recognized by the consumers.

According to Plummer (2000), brand personality profiles express their results best when they are written in graphic form because it is easier to understand the relationships when you see charts rather than an array of numbers.

In order to investigate the personalities of Santa Maria's brands, the thesis is going to present in the next chapters the findings of the consumer surveys performed by the authors together with the related graphs and analysis in order to show which the brand personality consumer profile is. At the same time, as Plummer (2000) suggests, the authors of this master thesis also intend to show which the brand personality statement is and what differences have resulted between the expectations of the company and how the brand is perceived by the consumers in reality.

3. Research Methodology

The research methodology chapter has the purpose to explain the authors' research position, the approach used in determining the structure of the thesis and the research strategy that will lead to the fulfillment of this paper's objectives. Moreover, the data collection method is going to show how and from where the information was collected. The population and sampling procedure sub-chapter explains the criteria and path used in the consumer survey, followed by information concerning the method for data analysis and ending with validity and reliability concerns regarding the study.

3.1 Research Position

To clearly explain our research position, we employed Ghauri's idea (2002) as a manual in designing our research methodology. The research level positioned are thus both the empirical and theoretical levels of research, acquired in this study so as to achieve the prime purpose of the research in order to review the insights of knowledge and apply it into practice. To focus only the conceptual level would lack insight into the reality and we therefore decided to emphasize our context more in the empirical study.

When considering the research position, we find the brand extension position in the case company most relevant to our research area connected to the dilemma of consumer perception. There are many arguments in the brand extension context that most brand extensions fail because they are not taken seriously. We therefore find it necessary to examine such speculations in our case company. The research methodology in this paper will in contrast not be based on any speculation, but by acquiring the real primary data from the consumer mind by means of the best-suited research methodology. To challenge the argument stating that the consumer recognizes the brand name and associates the new product with the qualities inbuilt of the parent product, the below described research approach will ultimately be examined.

3.2 Research Approach

Although research is important in both business and academic activities, there is no consensus in the literature as to how it should be defined. According to Amaratunga et al. (2002), research represents different things to different people. To them, research is a systematic and methodical process of enquiry and investigation, which increases knowledge.

Research may be categorized into two distinct types: qualitative and quantitative.

Quantitative research is concentrating on the testing of ideas, concepts, ads, etc., and the project-ability of the results. It is one of the essential elements for market researchers to find out where the key preferences and trends of their target customers lie in relation to the proposed marketing initiative they may be considering (Kim, 2003).

Qualitative research is oriented towards the opinion of consumers. It concentrates less on quantifiable measures and analyses and more the reasons behind someone's choice to approve or disapprove, or like or dislike a marketing initiative. For advertisers and marketers, qualitative research has been a key method to gain a full understanding of consumers (Kim, 2003).

Both quantitative and qualitative methods provide separately a study with advantages or disadvantages. For example, quantitative research is best at providing large-scale statistically valid information but it does not show the reasons behind that information. However together they produce the full-circle view of your potential customers.

3.3 Research Strategy

The perspective

When examining the effects of the brand extension, we find it significant to focus on both consumer perspective and those of the company. The reason is simply because our case company has never undergone any form of consumer surveys since the selected brands were launched. In addition, Santa Maria's

financial report shows the positive result and high economic growth. Still, those positive growths might not be able to guarantee the long-term success of the brand extension if no feedback study is undertaken in order to investigate any unpleasant perception in the consumer mind.

This study, we believe, will not only allow the company to examine the relationship of the parent brand and its extension brand personality from the consumer perspective, but also help the brand managers to filter the potential marketing strategies of the future brand extension. To understand how the extension would make its consumers feel and to get the feedback upon the confusion of the consumer, if it exists, are the main ideas to answer the research questions.

The selection of the case company

One main reason for choosing the brand extension in the ethnic food industry where the “country of origin” is marked as the product concept is the authors’ genuine interest in ethnical perspectives of consumer products. Another motivation of the case company selection criteria is merely because Santa Maria is the market leader in the spices industry both in Sweden and in the Nordic countries, followed by Kockens and Knorr respectively. Santa Maria has the vision to become the market leader in the ethnic food segment in the year 2006. The company is one of the most powerful brands in the Swedish market where the brand stretching happens to be highly elastic and brand extension might continue its success.

Lastly, the aggressive market growth of brand extension stereotyping by the “country of origin” of the product concepts create curiosity of what conclusion we could be able to draw when we, at the end, find out how consumers really react to this kind of extension.

The authors approached the company at a very early stage of the problem formulation in cooperation with the tutor, Mia Larsson, to ensure that the question fulfils the academic requirements. The research procedure will be supported by the company at every level since Santa Maria finds the proposed question highly relevant to their future branding strategy. The enormous amount of cooperation from the corporate side has made this proposal become reality.

The selection of the brands studied

Two ethnical products stereotyped by “country of origin” out of three brand concepts are selected in order to explore its correlation on the parent brand with regard to the extended brands. Those two extended products selected are newly launched and the consumer survey has never been conducted after launching. The products represent the “country of origin” characteristic of its kind distinct from the parent brand. The products selected best represent Santa Maria’s product concept in the brand hierarchy as it could best represent a good sample.

3.4 Data Collection Method

In order to analyze the correlations between the consumer perception on the parent and its extended brand’s personalities, it is necessary to use a tool through which the customer opinion regarding the three brands in question can be analyzed. Both qualitative interviews and a quantitative survey were conducted in order to gain the relevant correlations between different variables to answer the research question.

Primary and Secondary Data Collection

Different option theories regarding the survey method are compared in order to find the best suitable solution. The qualitative interview is done at the case company and an independent telemarketing company. The quantitative survey was done by interviewing 120 respondents who live in Gothenburg, Mölndal and Kungsbacka in order to gain the primary data. The mentioned geographical areas were chosen with respect to the possibility of the time and economic resources granted for this study.

In designing the questionnaires, the brand personality traits selected derived fundamentally from the idea of brand personality described by Aaker (1997, p.352) and Hawkins et al. (2001) and we added several additional traits by consulting with the case company in order to get the best possible list of personalities. The questionnaires are then designed in three different formats, whereby the three different product concepts studied will be answered separately by both the consumers and the brand owner.

	Q.1 Answered by the case company	Q. 2 Answered by the consumers
Spices concept	1	40 questionnaires
Thai concept	1	40 questionnaires
Indian concept	1	40 questionnaires
Total	3 questionnaires	120 questionnaires

From the above table, Q.1 questionnaires ask about the intended brand personalities to be answered by the case company's brand managers by rating the degree importance from 1-6 described as "totally disagree – totally agree".

Respectively, Q.2 questionnaires start with the open-ended questions in order to gain the insight upon the consumer brand preferences and memory as the supplementary information used as back up details when analyzing the result.

The consumers are not informed about the brand name of the product investigated when they answer the open-ended questions at the beginning of the survey in order to avoid any lead questions and any bias answers. Then, in the later part of the questionnaires, the consumers are asked to rate their perception of the brand personalities by their sensory experience. At this stage, we showed the product example for that specific questionnaire to the recipients so that they could directly answer the selected product concept according to their sights.

Only one questionnaire is answered by one consumer asking him/her about only one product concept. At the end of the survey a product sample is given to each recipient as a free gift product sample on behalf of the case company.

The pilot test interview survey was undertaken by extracting 12 recipients out of those 120. The recipients were selected by a non-random method in order to judge their reaction to this trial, presupposing that the sample will be representative of the characteristic of the total target group. This test helped us to reinsure that the preceding interview would not encounter any problematical errors during the interview process. Many adjustments were made before the real survey was conducted. Readjustments of the research questions have been re-considered and improved in parallel with the theoretical and empirical assessments. The telephone numbers of the persons forming the selected pilot group were requested so that we could possibly get back to them if additional questions upon their answers arise.

The secondary source of data was gained from corporate material, academic and business journals, thesis, books, marketing research articles, consumer research articles that represented the research area background and the theoretical part of the thesis.

3.5 Population and Sampling Procedures

After identifying the intended brand personalities, we interviewed the two brand managers from Santa Maria AB, Sweden, one responsible for the spices concept and the other one responsible for the “Spicy World” concept under which both “Thai” and “Indian” concepts lie.

In acquiring the sample group for the survey, we selected the respondents described as the target consumers for the three selected concepts from the case company. The best possible recipients were evaluated and selected to ensure the validity of the survey result. Age interval was considered the first priority when selecting the recipients in order to make sure that the sample fall in the target group interval described by the case company. The criteria for selecting the respondents were basically based on demographical and geographical characteristics. Only the three most manageable areas have been covered with regard to the time and resources for this study. On the other hand, the psychological characteristic is left out since it is impossible for us to identify those abstract characteristics from the pass-by people in the common places selected.

3.6 Data Analysis Method

The pilot study prior to the real interview survey took place as a means to pre-test the practicality of the survey questions. In order to estimate the real duration time of the interview and to diagnose any unclear questions, the authors had undergone the trial test interviews themselves. The adaptation and adjustment were done in order to optimize the effectiveness of the interview process. The empirical data collected thereafter was analyzed in different graphical dimensions. The cross analysis between the three brand concepts intended to compare and contrast the survey outcome was performed in order to see the correlation between them.

The results of the survey were then analyzed and only the most interesting outcome were highlighted. By rating the degree of importance when measuring the brand personality perception in the closed-ended questions, the two highest degree of importance (rating 5-6) items will be discussed and considered most outstanding personalities from both the brand owner and those of the consumers. In administrating the survey process, each questionnaire is already coded differently during the designing process in order to avoid any confusion since every questionnaire looks similar to the others.

To calculate the data collected from the open-ended questions, the diagrams are illustrated. In summing up the brand personalities of the rating scales, the summation and the average result are calculated to get the “mean” of the result shown in the statistical form of the illustration. The comparisons are done in order to find the correlation between each research areas.

After gathering all of the data results, one questionable issue arose when analyzing research question 4. We decided to take a “post-pilot” test with 3 recipients by asking about the brand personality of another three totally different products from the case company’s competitors, available on the supermarket shelf by the time the conclusion was waiting to be drawn. Both the “pilot-test” and “post-pilot test” gave us some evidence to support our conclusions in parallel with the 120 survey results.

3.7 Reliability / Validity

Reliability, according to Ghauri (2002), refers to the stability of the measure. In business studies we are frequently fascinated in studying relationships between variables. To construct *validity* in the business research, Ghauri adds, is essential for meaningful and interpretable research findings and can be gained in many ways.

The same applies to this study. We are most interested in finding the correlations between “brand extension” and the dilemma of “brand personalities” perceived by consumers. In this paper, we assess different variables in order to create new insights believed to be important to the company by looking into the statistical conclusion validity related to the question of sample size, survey location, survey process, survey administrative method and statistical errors avoidance.

4. Empirical Data: Corporate Profile

The purpose of this section is to present to the reader the corporate profile of the case company, Santa Maria. The chapter will include a short background of Santa Maria AB followed by a description of the company's market environment where Santa Maria's position on the market is presented together with a presentation of its strongest competitors. Furthermore, the chapter intends to present the structure of Santa Maria's brand family tree and what brand identity means for the case company. The final part is reserved for presenting the composition of Santa Maria's target market and defining the sample group of the survey.

4.1 Background of the Case Company

At the beginning of the 20th century, Santa Maria was just a small spices merchant located in the Swedish city of Gothenburg. From the outset, the business concept has centered on spices and seasoning (Santa Maria's website, 2003). Santa Maria AB, with the original name Nordfalks AB, is today the biggest seasoning company in the Nordic region with 420 employees who operate sales in the Nordic countries, Baltic countries, Eastern Europe and Other European countries. The turnover of the Santa Maria group is 1.4 billion Swedish Crowns (Santa Maria AB corporate material, 2003).

The recent product concepts have extended and diversified into wider ranges of product categories: Herbs & Spices, Tex Mex, Ethnic food and BBQ. Santa Maria is accredited for half of Sweden's total spice imports. The ultimate vision by the year 2006 is, primarily, to become the leading brand name at a substantial number of European food oriented chains in terms of Mexican and other ethnic food. Secondly, the company aims to become Northern Europe's leading brand name in terms of herbs and spices with substantial presence in specific western and central European markets (Santa Maria corporate material, 2003).

The case company brand extension history:

1949 Agent for Tetley Tea – first tea-bags in Sweden

1980 Business expands with food oils, pickled vegetables, mayonnaise, salads

1991 Concentration of core business: Food oils, mayonnaise, salads including sales force is sold.

1992 Danske Krydderier established.

1992 Tex Mex launched.

1993 Taco factory opened.

1994 Tortilla factory acquired – ISO 9001 – certification.

1994 Cake & Bake launched.

1997 Spicy World launched.

2000 Part-ownership in SwedePonic.

2001 Industrial Division sold.

2001 Nordfalks AB becomes Santa Maria AB, associated with Tetley & Kuhne is dissolved, own sales company in Norway established.

2001 Spicy World Thai launched.

2002 Spicy World India launched.

Figure 4.1: Santa Maria's History Milestones

Source: modified from Santa Maria AB, 2003

Ethnic food is an ongoing business development whereas Santa Maria intends to become a market leader that covers all areas of the total market: retail, food service and delicacies. It's principles in business operation are: market leadership, ethnic food, product development, quality and strong brand building (Santa Maria corporate material, 2003).

Today, there are three main market areas that Santa Maria AB today is actively managing such as final consumer, catering to industrial kitchens and in-store kitchens (Mattsson, 2003). Product ranges are inspired by five product concepts:

1. Santa Maria Tex Mex
2. Santa Maria Thai
3. Santa Maria India
4. Santa Maria Spicy World

5. Santa Maria Bar B Que
6. Santa Maria Spices

4.2 The Case Company Market Environment

In the spices sector, there are three main competitors: Santa Maria as a market leader followed by Kockens and Knorr. Santa Maria has long been established in the Swedish market, having spices as a core business concept.

Unilever's number one brand, Knorr, is a global brand. Knorr's history dates back to 1838 when Carl Heinrich Knorr pioneered experiments in drying seasonings and vegetables to preserve their flavor and nutritional value. Knorr has grown to become an international brand with a wide range of bullions, soups, sauces, snacks, and ready-made meals. Knorr's innovation process involves international teams of chefs. As a result, consumers see Knorr as a passport to the world's cuisine, including adventurous tastes and flavors. Knorr is the world's leading culinary brand, sold in over 100 markets with sales of around €3.5 billion. It has greatly extended beyond Europe, mainly in Latin America, Africa, the Middle East and Asia (www.knorr.com).

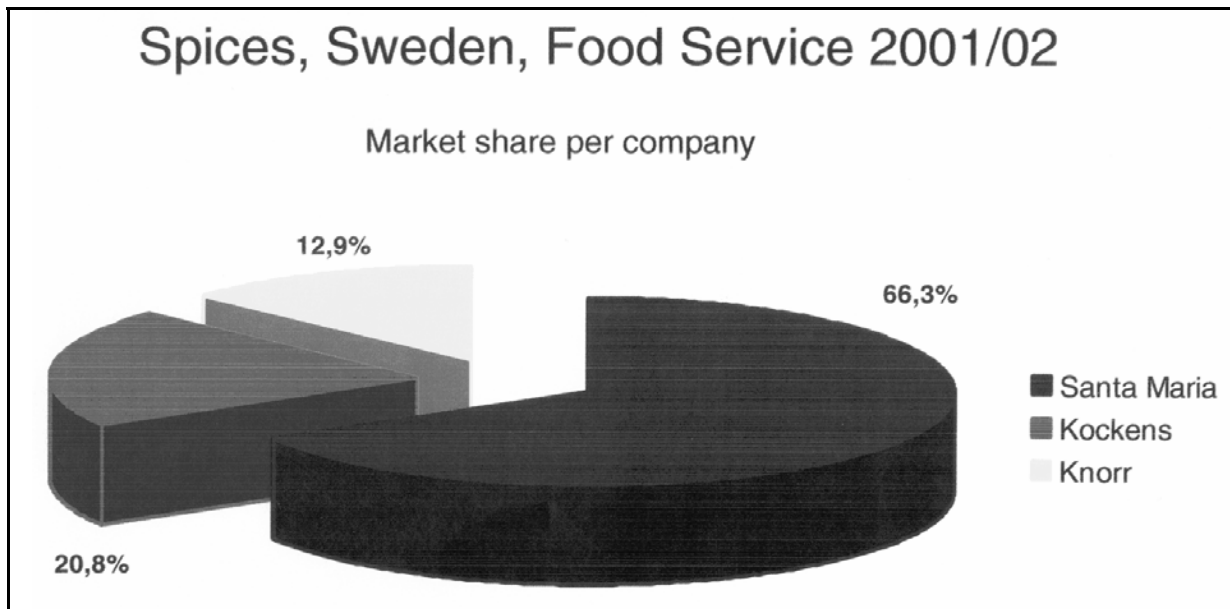


Figure 4.2: Market Share, Spices Sector, Sweden
Source: Delfi MarknadsPartner AB, 2002

There are three market segments for imported ethnic foods in Sweden: the retail sector, Hotel Restaurant and Catering Businesses System (HoReCa) and food manufacturers. The following is the elaborated segmentation of the Swedish market (Limon et al., 2001, p. 70).

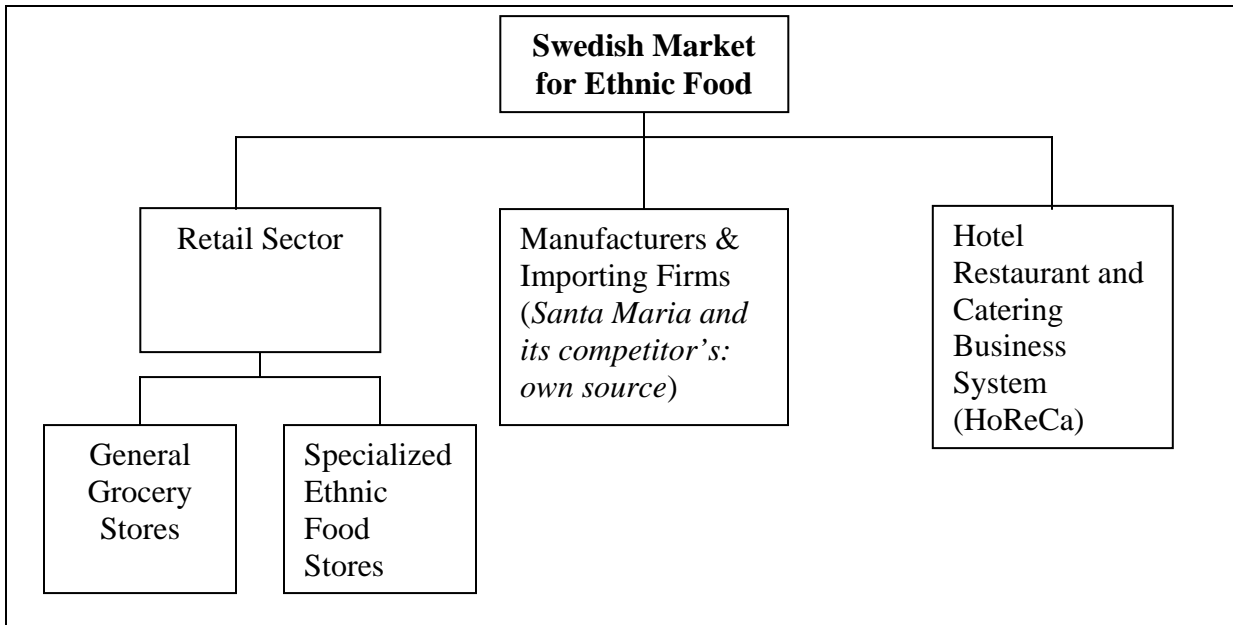


Figure 4.3: Swedish Market for Ethnic Food

Source: Limon et al., 2001. p.70

In the figure above, Santa Maria AB is segmented as the manufacturer & importing firm, where their main competitors are both local manufacturer and multinational companies. Santa Maria AB does not perceive other segments such as retail sector and HoReCa as their direct competitors.

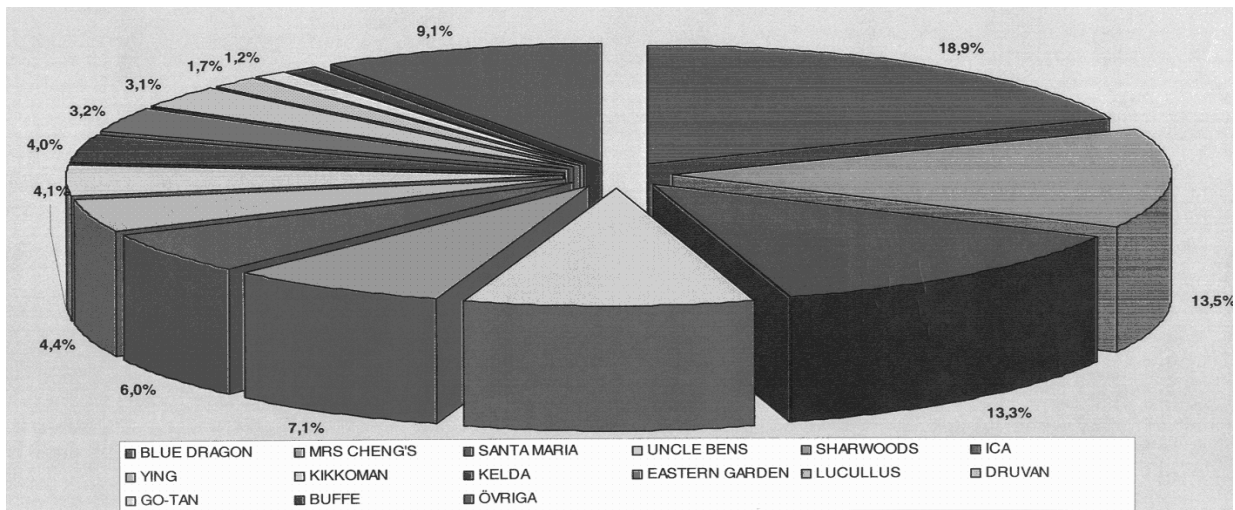


Figure 4.4: Market Share, Asian Food Sector, Sweden, 2002

Source: Santa Maria AB, Sweden

Taking a closer look into the Asian food sector where two of our selected concepts will be focused, there are more than 14 competitors in the market. There are three major players. Blue Dragon is without doubt a market leader, followed by Mrs. Cheng's and Santa Maria. The size of the market shares among these brands shows a minimal marginal. It means that there is a big chance for a market follower to become a market leader if the market efforts are optimized in the right direction.

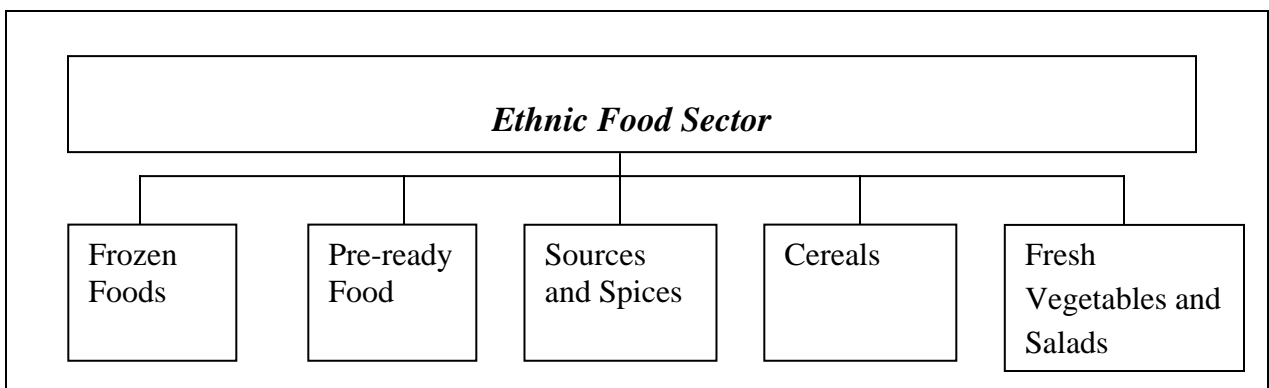


Figure 4.5: Product Based Segmentation of Ethnic Food in Sweden

Source: Limon et al., 2001, p. 68

Product based segmentation of the ethnic food in Sweden, described by Limon, shows five main product categories. Santa Maria is operating frozen food, pre-ready food, sources and spices, fresh vegetables and salads. Referring to the above diagram, Santa Maria does not structure its product concepts according to product-based segmentation, which will be explained in detail when illustrating its brand hierarchy in a later section.

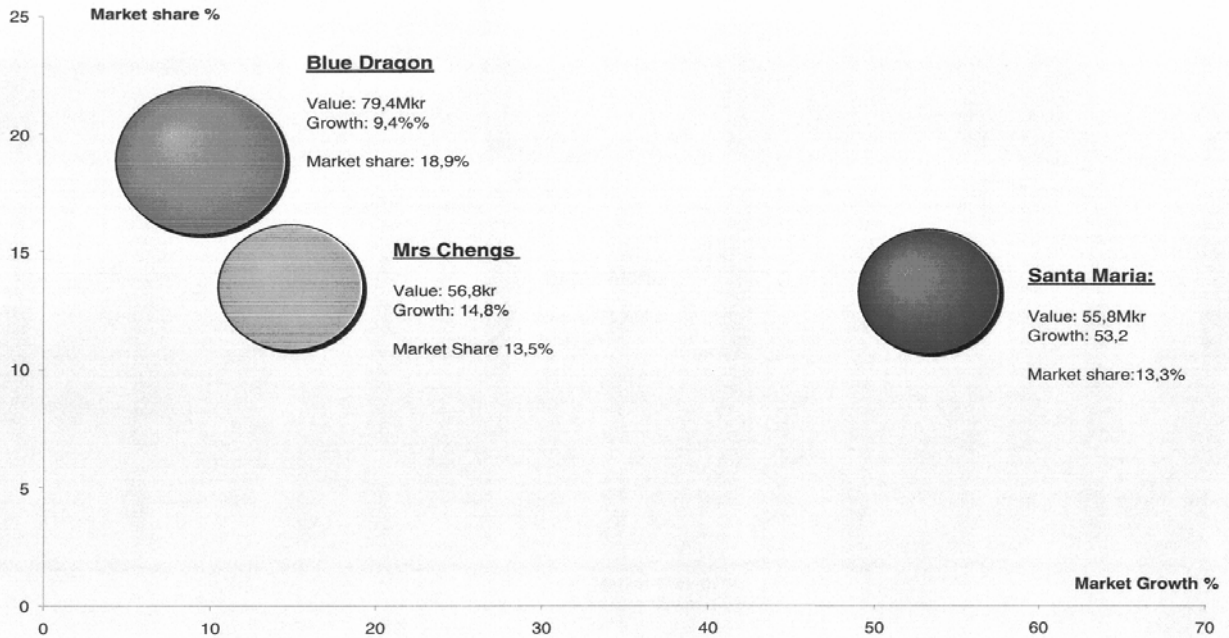


Figure 4.6: Three Brands Dominate Asian Food in Sweden

Source: Santa Maria AB, 2002

	Blue Dragon	Mrs. Cheng's	Santa Maria
Product Range (By country of origin)	Chinese Thai Japanese Malaysian	Chinese Thai Japanese	Mexican Thai Indian Spices from around the world
Product range (By product type)	Bottles sauces base Cooking sauces base Vegetables base Fruit & Accompaniments Curry base Soy sauce base Sauce base Noodles base	Curry base Sauce base Soy sauce base Vegetable base Noodle base	Spices base BBQ base Sauce base Appetizers Curry base Noodles base Pasta base Others

Figure 4.7: Three Main Market Dominators Analysis: Asian food segment

Source: based on Laring, 2002 and Santa Maria's product range list, 2003

Since two of our selected brand concepts are Spicy World Thai and Spicy World India concepts, we will in this part focus our application analysis on them. In the above table, the three brands are offering Thai concepts in the market but it is only Santa Maria who offers the Indian concept. To summarize Santa Maria's main competitors, short descriptions are presented below based on Laring's competitor analysis for the case company.

Blue Dragon is the British brand marketed by G. Costa & Co. Ltd. Blue Dragon was founded in 1977. The company markets nowadays more than 100 product ranges (Laring, 2002, p.5, translated from Swedish by authors).

Mrs. Cheng is a family company founded in 1953 with its company name, "Che-Be Trading AB," based in Södertälje in the western part of Sweden. The ethnical background of the founder as an Asian is believed to have an impact on the success of the brand itself (Laring, 2002, p. 33, translated from Swedish by authors).

4.3 Background of Santa Maria’s Brand Hierarchy

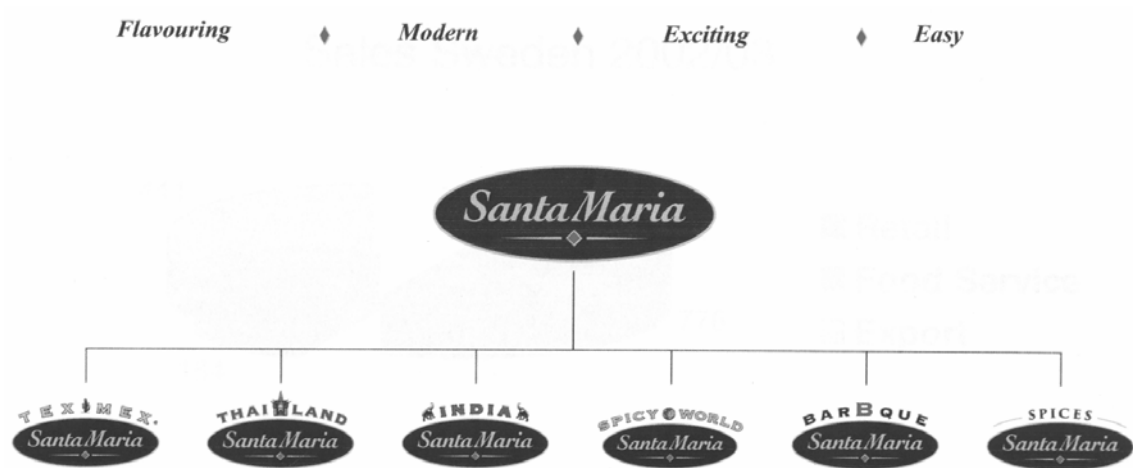


Figure 4.8: Brand Hierarchy (Brand Family), 2003

Source: Santa Maria AB, Sweden

The hierarchy (or brand family) tree, as illustrated in Figure 4.8, shows how Santa Maria structures its brands in the horizontal dimensions. In each specific concept- Tex Mex, Thailand, India, Spicy World, BarBQue and Spices, there are number of sub-brands in the vertical dimension specified as product diversification. The product diversification level will not be focused on in the research questions. We therefore exclude them from the diagram.

In the figure above, it is quite unclear to see on what basis Santa Maria categorizes its brands. In order to clear this problem, we created the table below. The driver of the brand personality varies from different characteristics. For example, Tex Mex is named according to the original trade name (non-product-related “symbol”), Thailand and Indian concepts are named according to the country of origin, Spicy World is named according to the concepts inspiration (user imaginary), Bar B Que is named according to the product – related characteristics (attributes), as well as the spices according to the product category.

The Brands	Characteristics	Brand Personality Drivers
1. Tex Mex	Non-product-related	Symbol
2. Thai	Non-product-related	Country of Origin
3. Indian	Non-product-related	Country of Origin
4. Spicy World	Non-product-related	User Imaginary
5. BBQ	Product-related	Product Attribute
6. Spices	Product-related	Product Category

Table 4.9: Santa Maria Brand’s Personality Drivers

Source: Authors

Referring to Aaker (1996), when the company selects the way to mediate with its final consumer, brand personality drivers could, to the highest degree, affect the brand personality. The promotion by means of advertisement uses the idealized images of brand drivers, which the consumer is believed to identify with. These variables are clearly possible to see from Santa Maria’s marketing communication materials such as print ad., TV commercials, products leaflets, product sheets, etc.

Reflecting upon how Santa Maria structures its brands, we find out that the company is using many different standards and drivers, which might in turn create some confusion over the parent brand identity. First, there are fundamentally too many different drivers where the consumer might find it unclear to associate different concepts with the parent brand. Most consumer product companies structure their brand by principally using one type of driver as a mainstream idea, for example, using only the product type in order not to confuse the consumer. In this instance, Santa Maria has been using nearly five different drivers at the same time: symbol, country of origin, user imagination, product attribute and category.

Three brands are selected for investigating their brand personality from both the brand owner's and the consumers' perspective in order to find the correlation between the parent brand and its extended brand. Those brands are "Spices," which in this paper is identified as a parent brand, and "Thai" and "Indian" as conceptualized by the authors as the extended brands according to their country of origin.



Figure 4.10: Products Studied in This Research: Spices /Thai /Indian (from left to right)
Source: Picture taken by authors, 2003

The reason for choosing these three articles is not random. After consulting with the case company, these three articles best represented the product concept. In order to make it possible to obtain the real sensory perception from the consumers, we received free samples for the specific questionnaire to be handed to the recipients during the field study. Using the same method of representing the product sample, we pre-assumed that these three products could represent a good example for the whole "product population." The same idea is used when we designed the sample size for the target market's population for the survey in the later part of this paper.

Designing the brand identity vs. personality of the product studied at the case company

When extending its brands, Santa Maria is basing its strategy on four main brand personalities (which for confidential reasons can not be revealed in the thesis). Each of these four attributes has to be found in every new brand or product, in order to fit the vision and strategy of the company (Corporate material, 2003).

When deciding to extend, the company makes sure that the new brand fits in the brand image. The personality, emotional and functional needs, all have to be in accordance with Santa Maria's brand image (Corporate material, 2003).

During the product information meeting, the composition of the brand personality has been shown by the case company's brand manager. The contexts represented an abstract identity believed to communicate and affect both perceptions and memory of the brand. Those contexts composed of many different adjective used to describe the brand, with the attempt to be used as the control mechanism for the people in the company and other actors such as the advertising agency or media company. One might ask if the consumer perception should significantly be in the same way as the company's. The core concepts of the brands need to be realized in all extended brands in order to create a puzzle composition.

This visual metaphor can, at one level, communicate the core identity to those involved in implementing the brand identity. The case company attempts to translate a verbal core identity into visual metaphors through which the scope of the core brand is identified. To take a critical stand, we find this metaphor questionable in a sense that the brand manager might find it difficult to measure whether the people involved in the organization understand it in the same way as the original ideas intended to. This is one critical aspect in the organization perspective. We would leave this perspective apart since we are not going to focus on this critical steps but still believe that the understanding of the people in the organization play an non-exclusive role in our research area.

4.4 Background of the Company's Target Market Composition

The classifications of the brands studied in this research area are focusing on three main brand concepts: Spices, Thai and Indian. With the help of the table below, we could clearly see the formal grouping through which those concepts are communicated to the final consumers. The case company, Santa Maria AB, identifies its target group into three different types.

- **Consumption Target Group:** classified as the main target group that consumes the specific product category as the universal population including both users and non-users.
- **Communication Target Group:** defined as the target market that the brands are communicating to in different segments categorized by the table below.
- **Technical Target Group:** identified as the target group the case company used to optimize media planning and purchases budgeting.

In this paper, we will put the focal point on the **consumption target group** where we could get the broad picture on the target consumer as a whole including both user and non-user recipients. In defining the sample groups for the survey, we therefore select the communication target group in order to make it possible for the survey process by characterizing it as a representative of the whole population.

Consumer Profile

Classifications of Consumers	Spices	Thai	Indian
Socio-economic Group	Men & Women	Men & Women	Men & Women
• Sex			
• Age	25-49 years old	20-49 years old	25-49 years old
• Mental Attitude	30-40 years old	20-30 years old	25-35 years
• Psychographics - <i>Quiet family man</i> - <i>Pleasure oriented</i>	-Very much involved in	-Common Swedish lifestyle	-Having dinner at home with friends

<ul style="list-style-type: none"> -Traditionalist -Ethical highbrow -Discontented man -Achiever -He-man -Sophisticated, etc. 	<p>social and environmental questions as a result of having children of school age.</p> <ul style="list-style-type: none"> -Socialized -Related home environment hobby -High awareness of food trends -High knowledge of food preparation -Enjoy experimenting in the kitchen -Interested in cultures, new ideas and food trends. 	<ul style="list-style-type: none"> - Curious about food cultures - Health conscious about food choices -Interested in food preparation -Interested in food trends -Responsible for at least 50% of the daily household expenses -Expose themselves to exercises at the individual level -After early adapter for new food trend and not without recommendation from friends 	<p>at least once every third month.</p> <ul style="list-style-type: none"> -Interested in new food trends -Go to the restaurant sometimes during third months. -Interested in cultures -Living active metropolitan life. - Exercise and join social activities. -Expose to overseas traveling -Relatively interested in testing new type of foods
<ul style="list-style-type: none"> • Marital Status 	Family with children (majority)	No indication	No indication
<ul style="list-style-type: none"> • Size of Family 	Big family	-	-
<ul style="list-style-type: none"> • Readership Publications 	Exposed to	Exposed to	Exposed to
<ul style="list-style-type: none"> • TV Viewing 	Exposed to	Exposed to	Exposed to
<ul style="list-style-type: none"> • Cinema Going 	-	Exposed to	Exposed to
<ul style="list-style-type: none"> • Poster Viewing Propensity 	-	Exposed to	Exposed to

<ul style="list-style-type: none"> • Census District -<i>Modern family housing for manual workers</i> -<i>Modern family housing for higher income groups</i> -<i>Older housing of intermediate status</i> -<i>Non-users</i> 	<p>The majority of the target group has a family with children. They are spread throughout Sweden with a slight bias towards larger towns.</p>	<p>Live in the community with population of at least 25,000 with bias toward metropolitan area.</p>	<p>Live in Stockholm, Gothenburg, Malmö and in the communities with a population over 90,000.</p>
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Figure 4.11: Consumption Target Profile for Spices, Thai and Indian brands

Source: Stapleton (1998) p. 134, vs. Santa Maria Corporate Material (2003).

Modified and applied by the authors.

The above figure is the integration between Santa Maria’s corporate material and Stapleton et al. (1998) as a tool to demonstrate how the case company classifies its target group for brands studied.

5. Brand Owner and Consumer Survey Result & Analysis

5.1 Research Area 1

The results obtained from the questionnaires performed with the case company are going to be presented in the figures below and then in the next section it is going to be analyzed in order to answer our main research question.

5.1.1 Research Area 1: Result

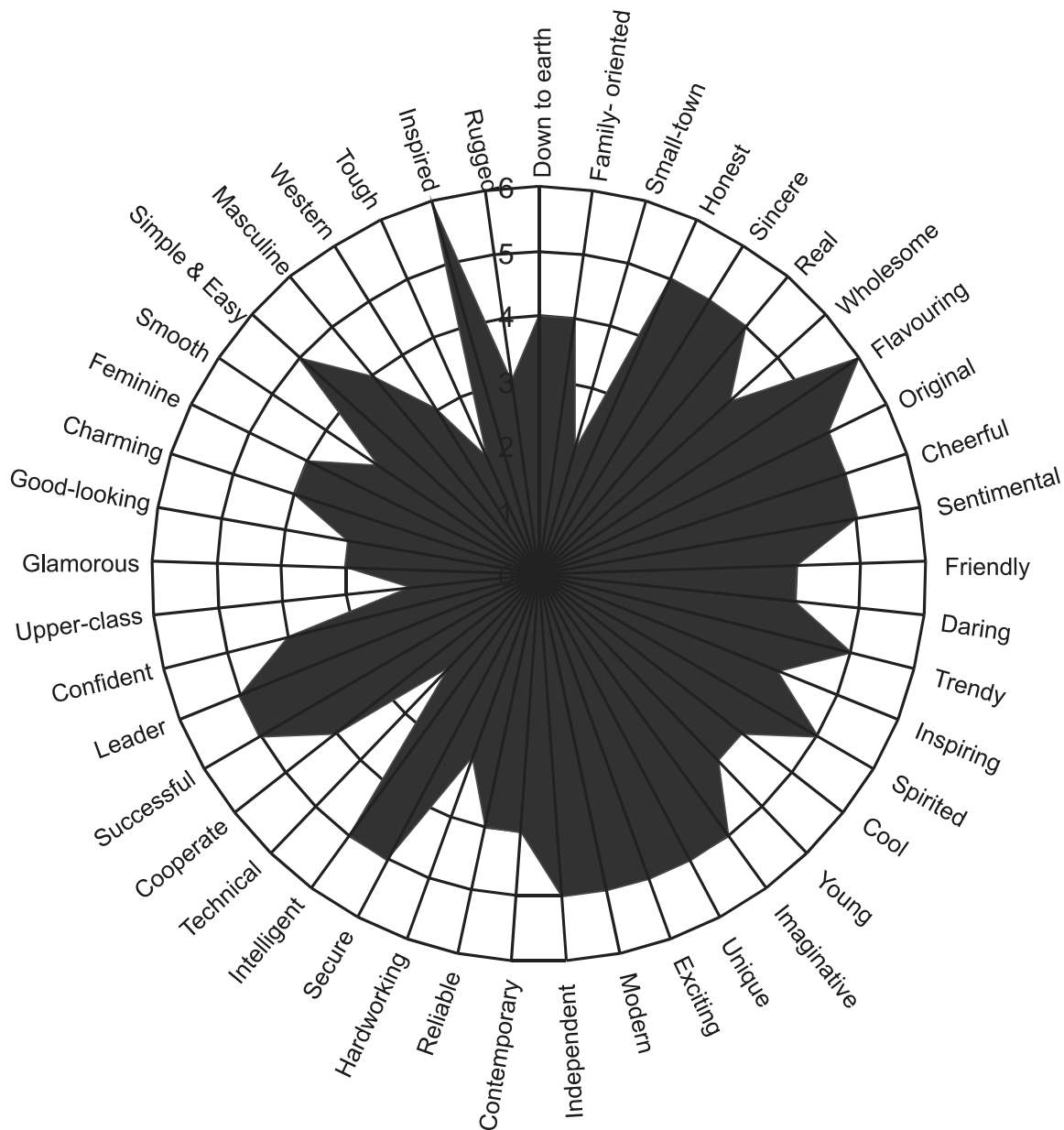


Figure 5.1.1 A: The Brand Owner Questionnaire – Spices

Source: E-mail questionnaire with Göran Widler, Spices Brand Manager, Santa Maria AB, 2003

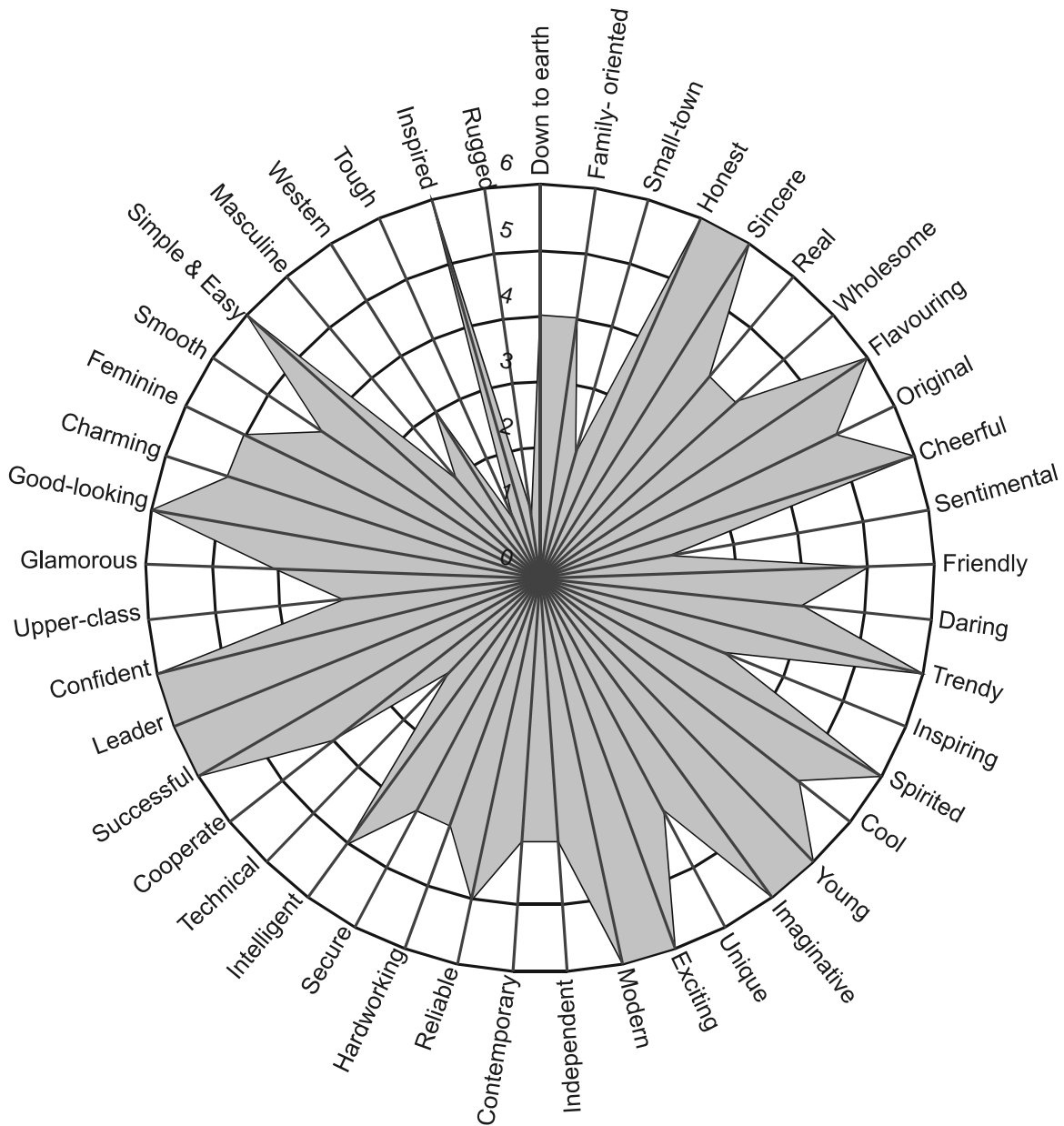


Figure 5.1.1.B: The Brand Owner Questionnaire Result – Thai

Source: The qualitative interview result, 2003

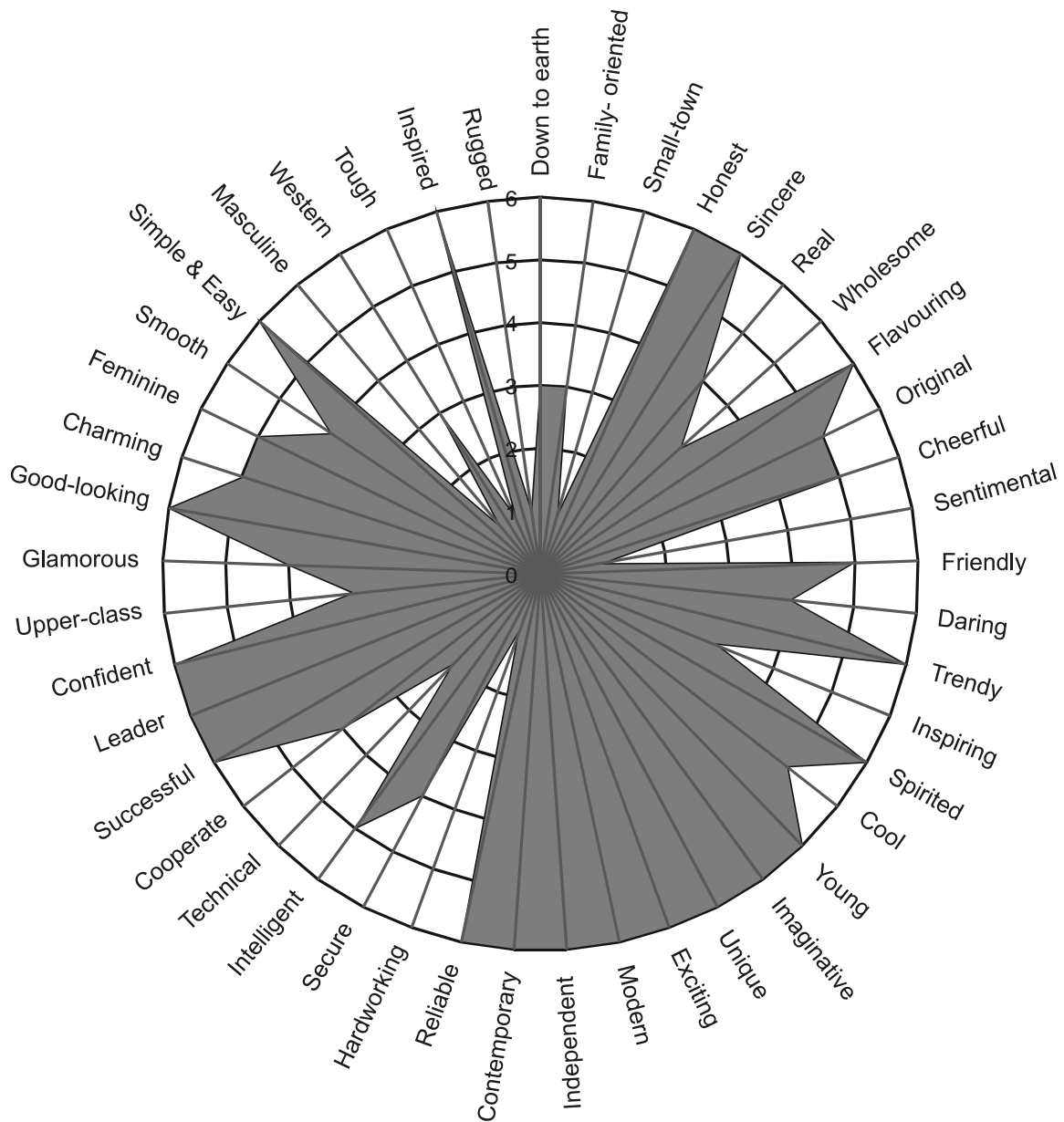


Figure 5.1.1 C: The Brand Owner Questionnaire: Indian
 Source: The qualitative interview result, 2003

5.1.2 Research Area 1: Analysis

What are the parent brand’s and the extended brand’s personalities which the company wants to be perceived?

The result of the brand owner questionnaire shows what the intended brand personalities of the parent brand (spices) and the extended brands (Thai, Indian)

are. We select only the strongest personalities ranked between scale 5 (highly agreed) and scale 6 (fully agreed) in focus, which we perceived most significant for analyzing the result.

Brand personalities from the brand owner perspective		
Parent brand: SPICES	Extended brand: THAI	Extended brand: INDIAN
<ol style="list-style-type: none"> 1. Honest 2. Sincere 3. Real 4. Flavoring 5. Original 6. Cheerful 7. Sentimental 8. Trendy 9. Spirited 10. Imaginative 11. Unique 12. Exciting 13. Modern* 14. Independent 15. Secure 16. Intelligent 17. Successful 18. Leader 19. Simple & Easy 20. Inspired 	<ol style="list-style-type: none"> 1. Honest 2. Sincere 3. Flavoring 4. Cheerful 5. Friendly 6. Trendy 7. Spirited 8. Cool 9. Young 10. Imaginative 11. Exciting 12. Modern* 13. Reliable 14. Intelligent 15. Successful 16. Leader 17. Confident 18. Good-looking 19. Charming 20. Feminine 21. Simple & Easy 22. Inspired 	<ol style="list-style-type: none"> 1. Honest 2. Sincere 3. Flavoring 4. Cheerful 5. Friendly 6. Trendy 7. Spirited 8. Young 9. Imaginative 10. Unique 11. Exciting 12. Modern* 13. Independent 14. Contemporary 15. Reliable 16. Intelligent 17. Successful 18. Leader 19. Confident 20. Good-looking 21. Charming 22. Feminine 23. Simple & Easy 24. Inspired
13 personalities are similar to the other two brands as the bold text shows above	13 personalities are similar to the other two brands as the bold text shows above	13 personalities are similar to the other two brands as the bold text shows above
6 out of 20 personalities are perceived by consumers (see the result in the next section: area 2 result)	4 out of 22 personalities are perceived by consumers (see the result in the next section: area 2 result)	5 out of 24 personalities are perceived by consumers (see the result in the next section: area 2 result)

The bold text in the table indicates how three different concepts show the shared personalities. All three brands have 13 common personalities as the intersection. According to the information from the brand manager at the case company, there are 4 key personalities that will be treated as confidential in this paper. These key personalities should, according to the brand manager, appear in all product concepts. Those stated 4 key personalities are the prime priority when the company makes the decision of extending its brand.

5.2 Research Area 2

5.2.1 Research Area 2: Result

This section presents the result from the survey performed with the consumers, and the analysis of this result intends to show how the consumers perceive the parent brand's and the extended brands' personalities.

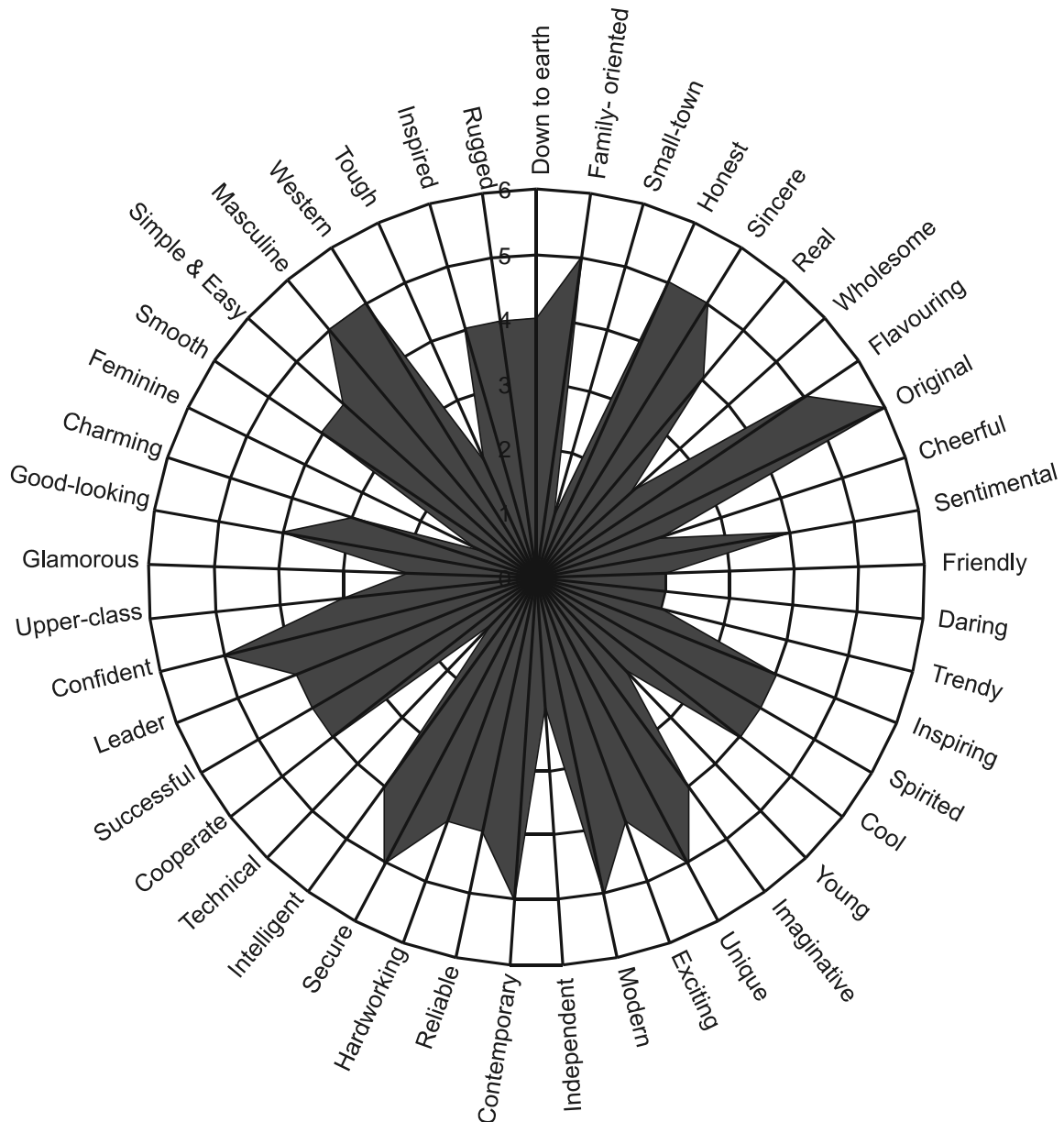


Figure 5.2.1 A: The Consumer Questionnaire: Spices (The Parent Brand)
Source: The quantitative survey result, 2003

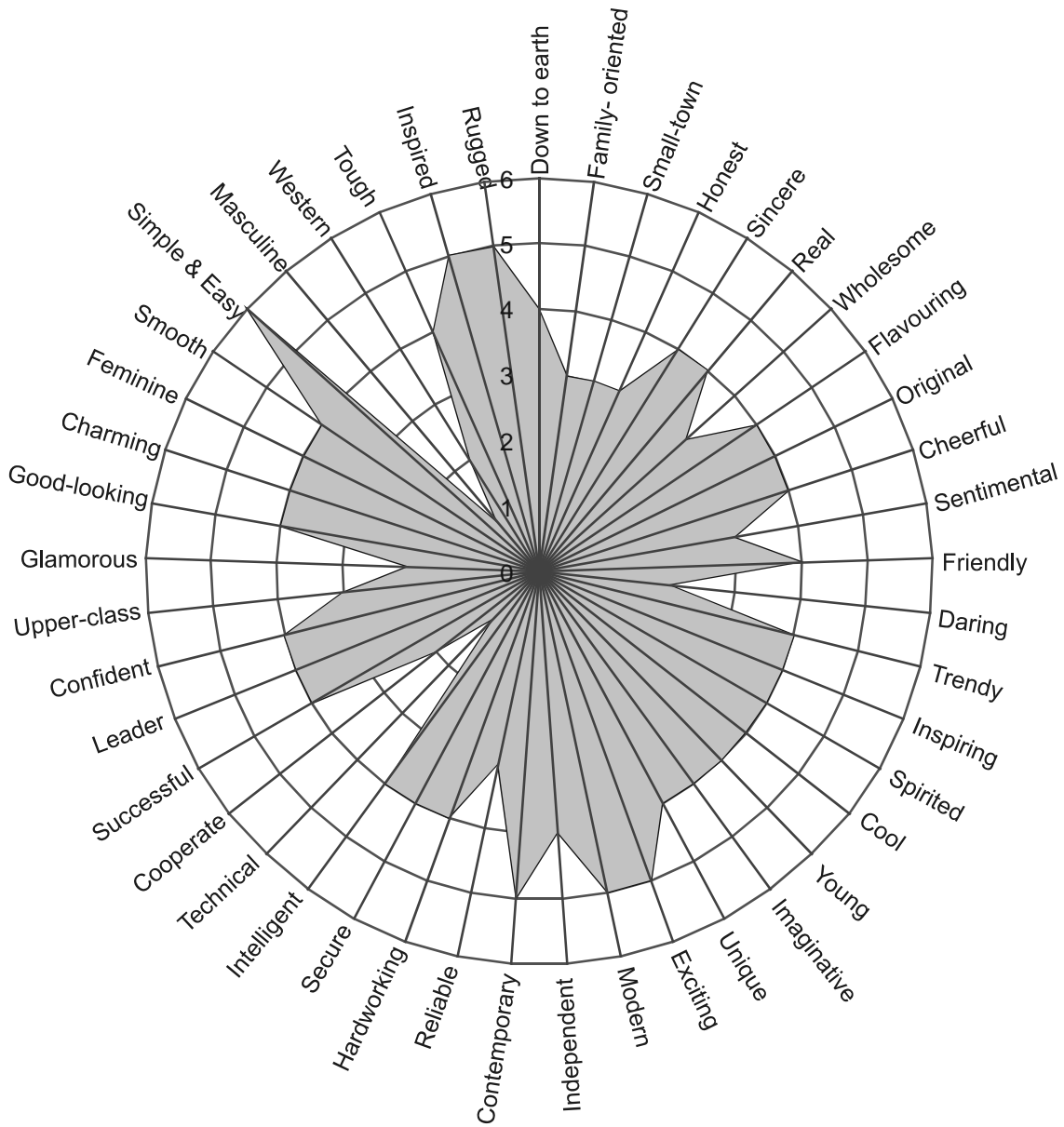


Figure 5.2.1 B: The Consumer Questionnaire: Thai (The Extended Brand)

Source: The quantitative survey result, 2003

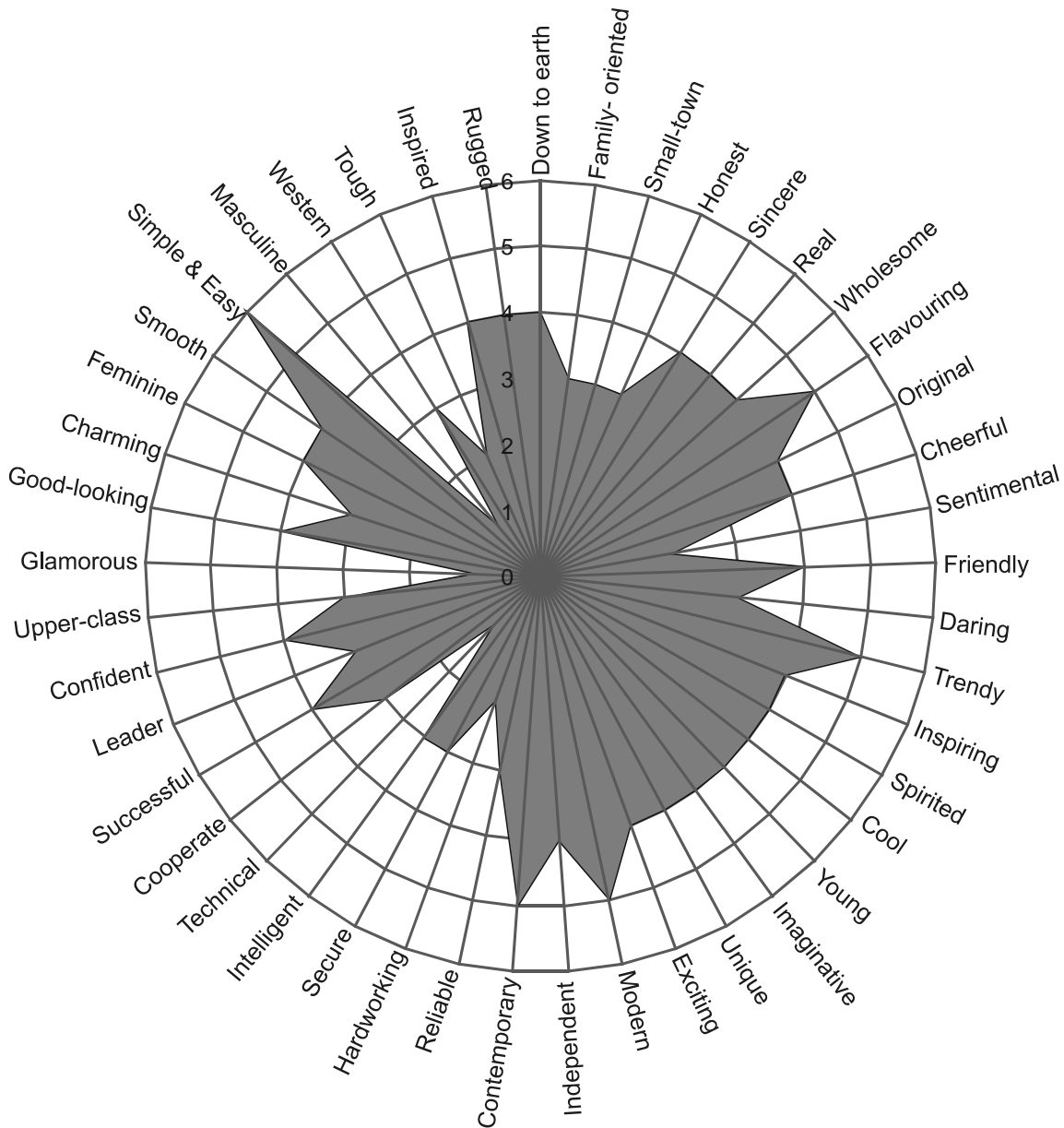


Figure 5.2.1 C: The Consumer Questionnaire: Indian (The Extended Brand)
 Source: The quantitative survey result, 2003

5.2.2 Research Area 2: Analysis

How do the consumers perceive the parent brand's and the extended brand's personalities?

The two strongest personalities perceived by consumers are illustrated in the table below. The result shows the interesting indicators where the two outstanding personality traits are perceived: *modern* and *contemporary*.

Between these two personalities, *modern* is how the brand owner expects the consumer to perceive their brands. It is in contrast unexpected that consumers perceived all three brands as *contemporary* in its personalities whereby the brand owner does not outstandingly highlight as the key personalities. When compared to the brand owner’s intention, “contemporary” is expected to be perceived only for the Indian concept.

Brand personalities from the consumer perspective		
Parent brand: SPICES	Extended brand: THAI	Extended brand: INDIAN
<ol style="list-style-type: none"> 1. Family-oriented 2. Honest 3. Sincere 4. Original 5. Unique 6. Modern* 7. Contemporary 8. Secure 9. Confident 10. Masculine 11. Western 	<ol style="list-style-type: none"> 1. Modern* 2. Exciting 3. Contemporary 4. Simple & Easy 5. Inspired 6. Rugged 	<ol style="list-style-type: none"> 1. Flavoring 2. Trendy 3. Modern* 4. Contemporary 5. Simple & Easy
2 personalities are similar to the other two brands in comparison to the three product asked and answered by consumers	2 personalities are similar to the other two brands in comparison to the three product asked and answered by consumers	2 personalities are similar to the other two brands in comparison to the three product asked and answered by consumers
6 out of 20 personalities expected by the brand owner are perceived by consumers (compare with the brand owner result)	4 out of 22 personalities expected by the brand owner are perceived by consumers (compare with the brand owner result)	5 out of 24 personalities expected by the brand owner are perceived by consumers (compare with the brand owner result)

The perception of the brand personalities shows that only one out of four key personalities have been perceived by the consumers. One could see that these three brands have something in common according to the consumers’ perception.

The most questionable aspect for this visual system is that the consumers were asked to respond regarding about the brand personality trait for only one product category in each questionnaire. As previously explained in the research methodology the questionnaires were divided into three different product categories and three different individuals in three different locations were asked. The consumer had no chance to compare or contrast to any product

concept rather than the one he/she had in hand. The consumers never received the information that the result will be compared in three different concepts.

Taking into consideration the point of view of Hawkins et al. (2001) regarding the nature of consumer behavior, we can see from the result of the survey that each individual has its own lifestyle, which determines its own needs, wants and expectations. This might explain why only one out of four key personalities wanted by the parent brand is also present in the consumer's expectations.

An explanation for the result obtained could be that a new generation of consumers is developing, which is not motivated by group pressures from within or outside of their families. The consumer seems to want to purchase goods that satisfy his/her needs rather than those of the society. But how will this change in consumer behavior affect the process of household decision-making? One of them is the scope of decision making by unit, which will extend. Another one is that new influences in the family will appear due to the increased involvement of teenagers in the expenditures for goods and services.

As can be seen from the above, the perception of the consumers regarding the personality attributes of the three brands investigated- Spices, Thai and Indian- is quite different when compared to that of the brand owner's. This result can be translated using the theory of Hawkins et al. (2001). The three main factors that form the perception are exposure, attention and interpretation. Taking this into consideration, an explanation for the resulting numbers (6 out of 20 personalities are perceived by consumers for the spices or 4 out of 22 personalities are perceived by consumers for the Thai brand) is a lack of exposure of the consumers to the respective products. There might be personalities that do exist in the brand but were not discovered or brought to the attention of the consumers. In order to create awareness on certain personalities and attributes, the attention of the customers should be locked. In the end is the individual interpretation, which will determine what personalities are perceived and considered by each consumer.

According to the brand owner's intention, four key personalities should appear in all product concepts when the brand extension is made. The case company would never consider brand extension of any product category whereby those four key personalities do not exist in the so-called "would-be" future product line.

In this research result, for the Thai and Indian products that are perceived by consumer as *modern* (the key personality), which belongs to parent brand *spices*, only ¼ of the four keys have been communicated to the sampling group selected in this survey. To ask whether the case company is succeeding in communicating those four key personalities to the consumer, the market communication objectives of the company need to be acquired. What about the unexpected key personality, *contemporary*, which was never realized by the brand owner that the consumers have in their mind? It is a significant deviation that the company should take into consideration and highlight it in the next marketing communication plan since this key personality is already stored in the minds of the consumers.

The company should find the way to utilize this strong correlation their products. The most doubtful outcome of this result might be how the consumer could ever perceive *contemporary* as the main personality when the company never intends to communicate it through their marketing channel. It might be assumed that the consumers perceive the brand personality from their own perspective and the company never has a chance to put itself into the consumers' mind.

Presumably, a reflection of how the buyer wants to be perceived according to Kapferer's idea as previously mentioned shows in the brand owner questionnaire's result from above. The case company uses those personality traits as the parameters that the brand owner tries to control the consumer perception of its brand personality. Whether or not Kapferer's speculation is true in our case company, we could not determine since there is no evidence saying that those personalities have been pre-designed before the new product development or vice versa. We could assume that the brand personalities might be the consequence of the new product development and there is no clear process showing how the company exactly designed the product personalities. The brand owner questionnaire is designed only for this research purpose. Therefore it is the first time for the case company to identify its own products' personalities explicitly.

The power of the core brand explained by Murphy (1998) might closely explain this outstanding result that the consumers have their own visual systems. If the company could clearly identify the visual system of their brands, which allow for all new products sold under the parent brand, the overall integrity and coherence of the brand is maintained.

Turning up the perspective, another interpretation made by Kapferer (2001), assumes that the power of a local or long-standing brand has too little faith in brand extension that might be considered to be visible in this case. Santa Maria is considered a long-standing brand in the Swedish market. It might be assumed that for the brand extension decision for Santa Maria, only few strong personalities might be enough to communicate with the consumer with the exciting and dynamic product ranges rather than creating totally new core personality traits.

Considering how the consumers react to the product extension by looking into the highly sales volume, one might ask whether it is the consequence of the successful branding strategy or if those new products deserve the pleasant purchase because the products came out in the right timing when Thai and Indian food were extremely trendy. One might critically ask if the sales growth is sustainable when the trend fades out of the Swedish consumption interest.

5.3 Research Area 3

5.3.1 Research Area 3: Result

The results of this section represent the answers of the consumers when they were asked: “when mentioning the brand Santa Maria what product comes first into their minds.” The consumers were asked in the open-ended question to fill in freely regarding their own associations upon Santa Maria’s brand name.

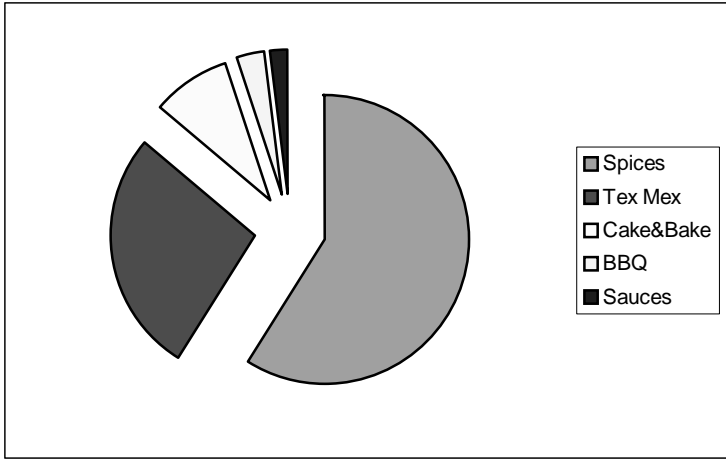


Figure 5.3.1 A: Consumer Perception of Santa Maria in Association with its Product Range.

Source: Question No. 3, Consumer Survey, 2003

Spices	Tex Mex	Cake&Bake	BBQ	Sauces
59%	27%	9%	3%	2%

The result shows that 59% of the recipients are associating Santa Maria with the original product: spices. The Tex Mex, which was launched in 1992, gains the second best association, 27%, while Thai and Indian concepts gain merely little association in this area. There is no correlation between the extended brand (Thai and India) and the parent brand (Spices). On the other hand, Tex Mex gains the second biggest association, perhaps due to the long-standing brand, which was already well established before Santa Maria brought this brand into their brand hierarchy. Still, Tex Mex does not yet dominate the parent brand even though it is a well-remembered brand in the recipient's minds.

In addition, when the consumers were asked in another open-ended question about which brands do they associate with when they are thinking about Thai food, the result shows another dimension of the consumer perception as illustrated in the diagram below.

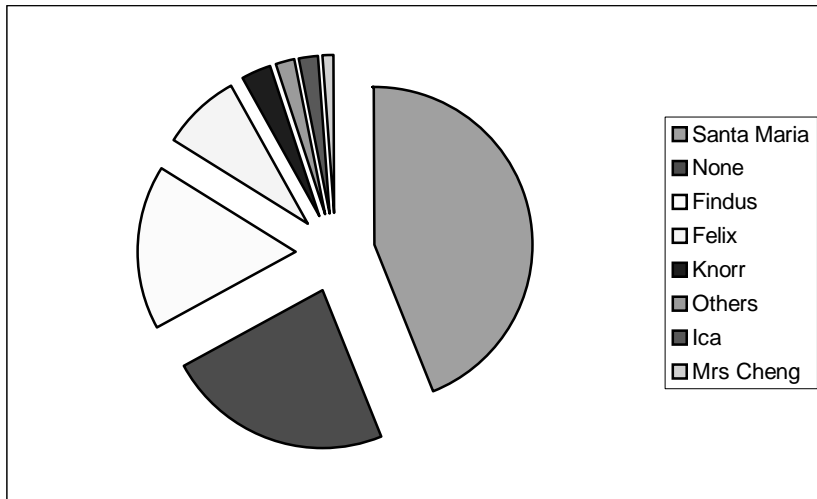


Figure 5.3.1 B: The Consumer Perception of Thai food in Association with the Brand Name

Source: Question No. 1, Consumer survey, 2003

Santa Maria	None	Findus	Felix	Knorr	Others	Ica	Mrs. Cheng
44%	23%	17%	8%	3%	2%	2%	1%

The survey result shows that Santa Maria gains the strongest association, 44%, when Thai Food is mentioned and asked. The third most recalled in the consumers' mind memory is Findus (17%), followed by Felix (8%). Mrs. Cheng who is the market leader in the Asian food segment does not show any strong association in this survey.

By the time this research was performed, Felix had launched its TV commercial and some print ads to advertise its Thai product. Even though the product launched is not in the same product category as Santa Maria's product range, we believe that this advertisement played an impact on the result whereby Felix gets 8% brand association with Thai food, since a total of 2% of the recipients receive the information from reading magazine and watching TV ads.

Another open-ended question was asked regarding the Indian food in which the consumers were asked to associate the brand name with Indian food as the result below shows.

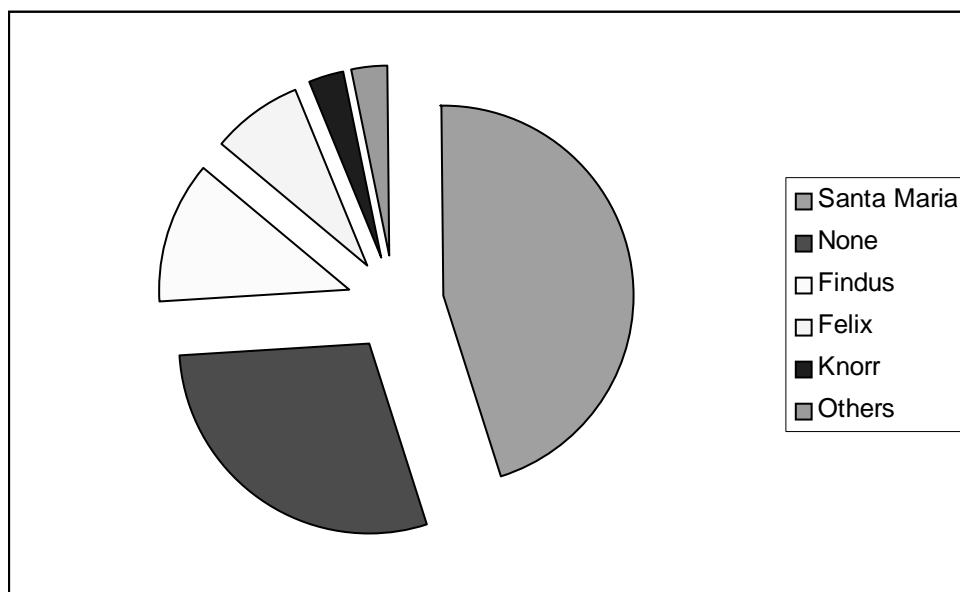


Figure 5.3.1 C: The Consumer Perception of Indian Food in Association with the Brand Name

Source: Question No. 2, Consumer survey, 2003

Santa Maria	None	Findus	Felix	Knorr	Others
45%	29%	12%	8%	3%	3%

The result shows the very clear picture of how the consumers remembered the brand name according to the product category. Without a doubt, Santa Maria gains the most recognition from the consumer in association with Indian food, followed by Findus. It is obvious that 29% of the consumers could not immediately recall when they would like to associate the brand name with the Indian food. In connection to the recipient's lifestyle, 18% get the information about Thai and Indian Food in general from restaurants and 17% by traveling experience. It could not be said that the commercial program by means of printed ad, TV commercial plays a great impact on the recipients' sensory experiences. The most doubtful result is that 38% could not recall where they got the information about Indian food and we believe that to investigate these variables in the future research is valuable.

Not remember	Restaurant	Overseas travelling	Home cooking	Friends	Others	Magazine	TV
38%	18%	17%	15%	5%	5%	1%	1%

Table 5.3: The Recipients' Experience of Thai and Indian Food in General

Source: Consumer Survey, 2003

The compositions of the sample group in this survey are illustrated as follow:

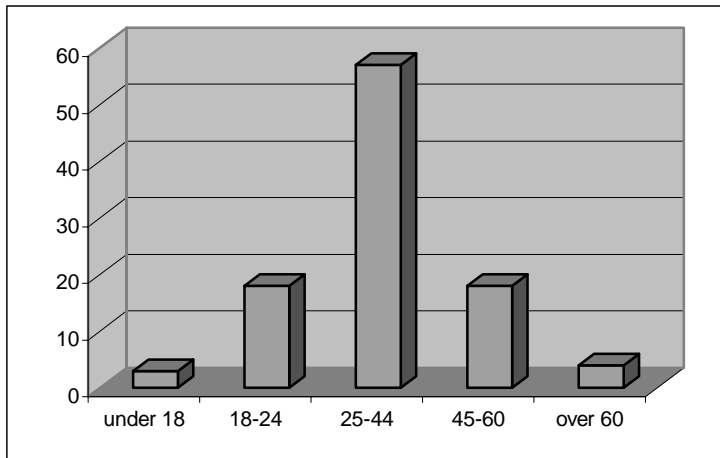


Figure 5.3.1 D: The Age Group of the Recipients

Source: Question No. 7, Consumer Survey, 2003

Under 18 year old	18-24 year old	25-44 year old	45-60 year old	over 60 year old
3 %	18%	57%	18%	4 %

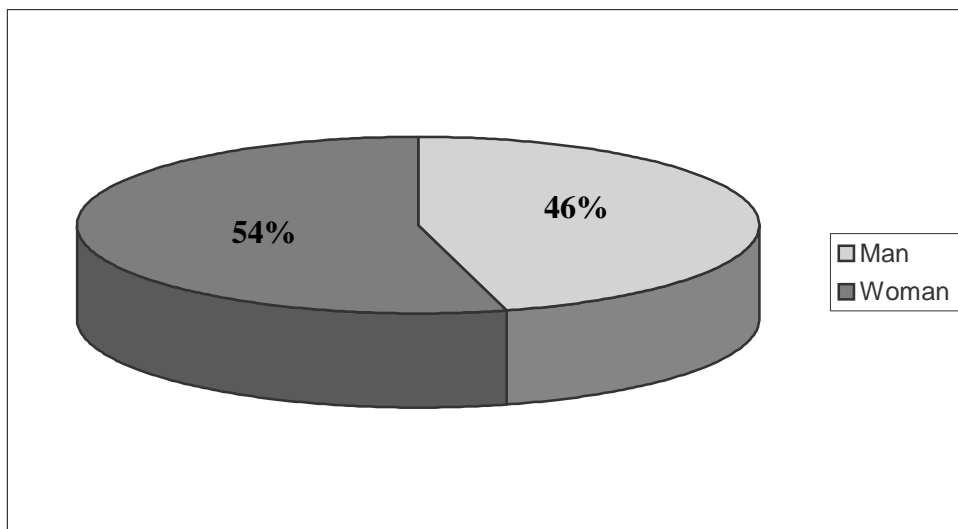


Figure 5.3.1 E: The Demographic Character of the Recipients

Source: Question No. 8, Consumer Survey, 2003

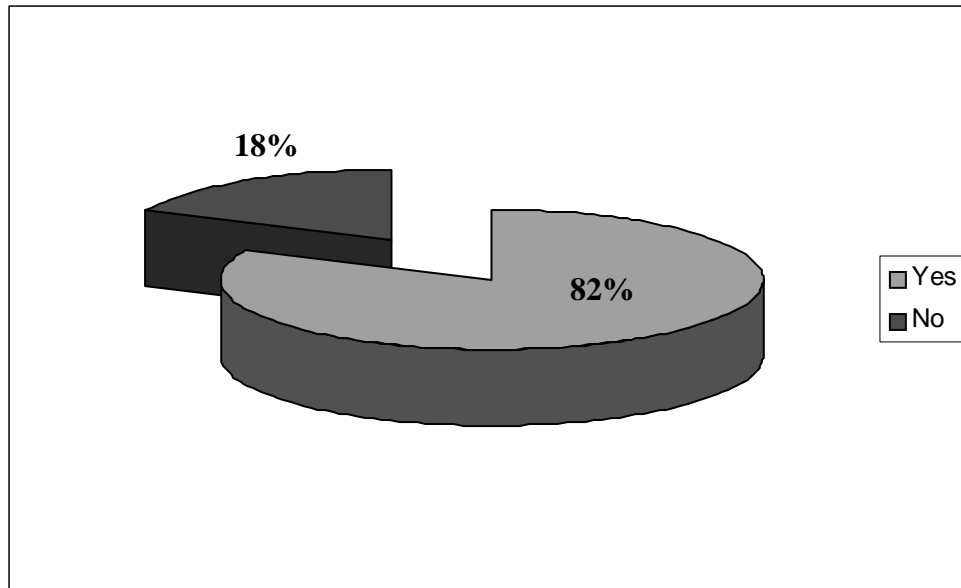


Figure 5.3.1 F: The Proportion of Non-User and User of Santa Maria Products Among the Recipients

Source: Question No. 10, Consumer Survey, 2003

5.3.2 Research Area 3: Analysis

Are there any correlations between the perception of the parent brand personalities and the extended brand personalities?

With the attempt to find the correlations between the perception of the parent brand personalities and its extended brands, the result shows that there are two main brand personalities in the consumer's mind that are stored and remain unchanged no matter how far the case company extends its brands. We suggest that the case company should utilize them as the key personalities for the successful brand extension in the future.

Regarding the open-ended question where the respondents were asked whether they once used the case company's product, 82% had experienced consuming the products. We could judge that their perception is principally based on their sensory experiences, which makes the answer highly reliable.

The strong correlation between the parent brand's personalities and its extended brand re-emphasizes how powerful the parent brand is to its extended brand. Some personalities seem to be given by the parent brand as a heritage. If those

personalities are worth being inherited, then the positive image of the parent is reflected. From this aspect derived from the result, we believe that one could not be too positive about his/her finding. Some critical stands need to be questioned and answered.

Putting Murphy's (1990) idea into this outcome, he states that a brand acts as a gestalt in that it is a concept which is more than the sum of its parts and which takes a long time to establish in the minds of consumers. The case company has at one level succeeded in storing those personalities in the consumers mind permanently. No assumption should be made about how the consumers stored these key words. The appropriate research should be done to answer this complex question separately. The only questionable aspect is that one of these two words was not expected from the company explicitly.

We could practically jump to the conclusion at this point and take only the positive perspective of our finding by saying that the case company has tremendously succeeded in creating the so-called "heritage personality," which is assumed by the result to be stored in the consumer's mind. What if all products possess such personality as a common and mainstream for every brand? Taking a closer look into those two personalities, we can see that they possess a very similar meaning. The personalities are identified as *modern* and *contemporary* and there is no indicator that we could use to track upon whether the consumer refers to the personality of product attributes, features, functions, etc. This answer might be answered with a more detailed research upon the consumer interpretation process in the future. Then we could not directly argue that the personality traits asked in the questionnaire are misleading.

In order to get a deeper understanding of how the recipients associated those words, we got back to our pilot group, asking what they associated those words with. Five out six recipients referred the word "modern" with the product appearance such as packaging and design and all of them associated "contemporary" with the products features and attributes. By this sample we could make a limited assumption that even those two words have the similar meaning, especially in the native language of the recipients, Swedish, but still the respondents referred to the different perspectives.

5.4 Research Area 4

5.4.1 Research Area 4: Result

The consumers were asked to recall the memory about Santa Maria’s product ranges which are stored in the consumer mind at the survey moment by answering what kind of products Santa Maria is offering in the market. The result is shown in the diagram below.

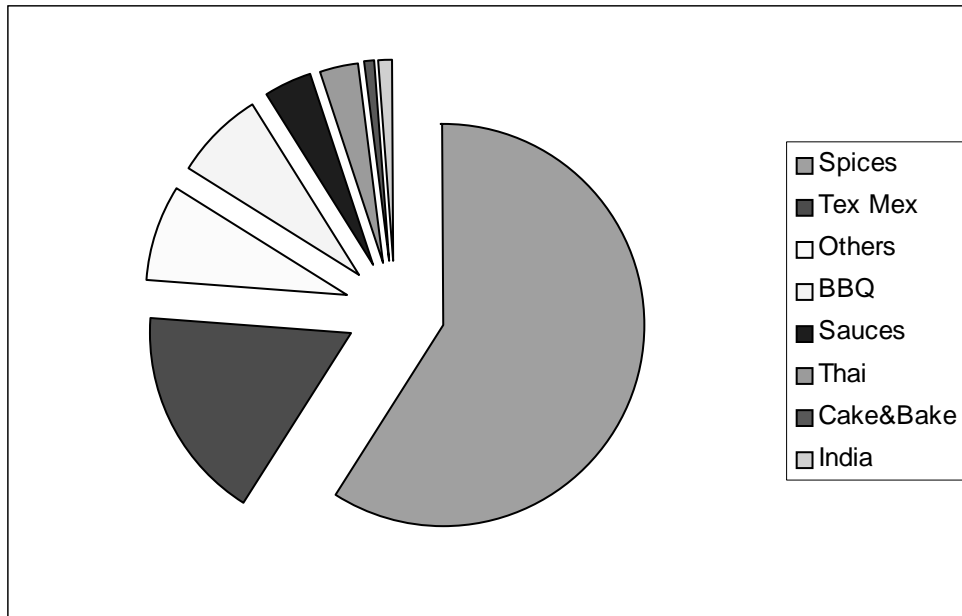


Figure 5.4.1 A: The Consumer Association of Santa Maria’s Parent Brand and the Extended Brands

Source: Question No. 4, Consumer Survey, 2003

Spices	Tex Mex	Others	BBQ	Sauces	Thai	Cake&Bake	India
59%	17%	8%	7%	4%	3%	1%	1%

When the consumers were asked to recall the memory about Santa Maria’s product ranges, the parent brand “spices” showed a dominant position in the consumer memory, followed by Tex Mex and others miscellaneous product types marketed by the company. Thai and Indian foods do not dominate the parent brand in the mind of the consumers.

When asked through which communication channels the consumers experienced Thai and Indian food, the majority of the respondents could not

remember their first experiences, while others mentioned eating at restaurants, overseas travel, home cooking and friends.

None	Restaurant	Overseas Travelling	Home Cooking	Friends	Others	Magazine	TV
38%	18%	17%	15%	5%	5%	1%	1%

Table 5.4: The Recipient’s Experience of Thai and Indian Food in General

Source: Consumer Survey, 2003

5.4.2 Research Area 4: Analysis

Are there any relationships between the parent and its extended brand’s personalities regarding the consumer’s perception?

In order to find out how the parent brand is affected by the extended brands regarding the consumer’s perception of the brand personalities, we employed both closed- and open-ended questions from the field survey to analyze the result.

Regarding the consumer’s perception of brand personalities between the parent brand and its extended brand, the result shows that Santa Maria’s spices have two common personalities that appear in its extended brands and are recognized by consumers. The study does not show the effect of the extended brands on the parent brand as expected by the authors at the beginning of the problem formulation. The outcome, in reverse, shows the influence of the parent brand’s personalities toward its extended brand.

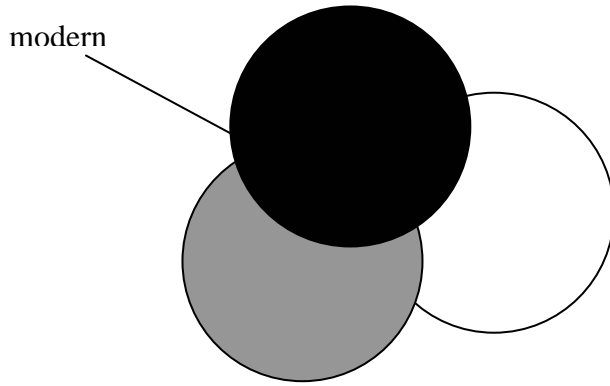
To take an optimistic view upon the result gained in this survey, there are two strong connections between the parent brand (spices) and its extended brands (see result in the table below) which we referred to as “long-term stored perception,” as shown in Figure 2.2 in Chapter 2.

Brand personalities from the consumer perspective		
Parent brand: SPICES	Extended brand: THAI	Extended brand: INDIAN
Family-oriented	Modern*	Flavoring
Honest	Exciting	Trendy
Sincere	Contemporary	Modern*
Original	Simple & Easy	Contemporary
Unique	Inspired	Simple & Easy
Modern*	Rugged	

Contemporary Secure Confident Masculine Western		
--	--	--

There exists one critical view on these so called “two strong personalities,” which are perceived in all brands studied in this paper. However, what if all brands have those two personalities as the common personalities? Then this result cannot be considered from only one angle. There is probably nothing at all that is stored in the consumer’s mind as we speculated. This doubt was re-investigated by asking a new pilot group composed of three people to answer the same questionnaire about totally different products to see whether those two personalities were perceived in the same way. The test was done by three recipients one day before we drew the conclusions and only the brand personality questions were asked. The three different brands for this post-pilot test were: black pepper from Knorr, Thai red curry from Mrs. Chengs and wokmix from Findus. The most interesting variables were the two-mentioned personalities in doubt *modern* and *contemporary*, and the result shown that only the word “modern” was perceived by the above mentioned brands sample. We could draw the conclusion from this post-pilot test that “modern” exists in all brands studied and it represents a very normative characteristic to food products in the market, since all marketers are now claiming that their products are modern.

In order to make an explicit conclusion, we created a diagram showing how those “normative personalities” exist in the products of the same range, in this instance, food products.



The overlapping region where the three brands intersect represents the “Normative brand personality”

The three circles represent the differences and the similarities of the brand personalities of each product. The intersection part of the three different products represents how they are perceived by the consumers in this survey, pilot group and post pilot group as “modern” for all brands mentioned in the empirical part which could be called in this research as a ”normative brand personality trait”. It is simply too common to be used as the key personality for brand differentiation.

Figure 5.4.2 B: Normative Brand Personality Traits
 Source: Authors, 2003

From the result in this paper, we found out that there is another aspect of the outcomes.

First, the normative brand personality should not be used as the prime personality when the company intends to mediate with the consumers since it will never create any competitive edge for their brands. The reason is that many brands already have such personality traits as normative personality traits and are not perceived as representing any competitive edge. As guidance for the company when designing the brand personality, a consumer focus group in the form of a pilot test is recommended. The company could, however, benchmark its own product with the competitors in order to find out whether there is any normative brand personality between them, and thus needs to be aware that such personalities would not lead to any differentiation.

6. Conclusions, Suggestions and Further Research

This is the final chapter of the thesis, the chapter which aims to conclude the paper with final conclusions, suggestions and further research aspects. The conclusions are drawn from the results obtained from analyzing the survey performed and the respective literature. The suggestions presented are intended for the company, Santa Maria, and in general for the persons or institutions interested in the subject of the thesis. Last but not least, the contributions of the thesis in the theoretical and empirical levels as well as the directions for future research opened by our results are going to be presented.

6.1 Conclusions and Suggestions

The research findings underline an important point which is that although consumers are the ones judging the brand and its extensions in terms of expectations, perceptions and attitudes, it still is essential for the brand managers to permanently manage the consumer's brand knowledge structures by strengthening the brand, strategy which will not only allow future growth possibilities but also a shield against failed brand extensions.

However, in the present environment, the consumer's brand relationship with the brands is eroding due to an explosion of offers on the market. Strengthening a brand and permanently looking for ways to achieve growth has never been more demanding.

We believe that by adopting statistical techniques, marketers can develop and deliver better brand messages more quickly and precisely. In this sense, our study can be useful for brand managers and in particular, for Santa Maria, since it shows how consumers perceive Santa Maria compared to the expectations of the company with the reality.

Most companies already use market research specialists. However, the challenge to convince marketing organizations to incorporate such approaches into their brand strategies and plans do exist. Hard numbers will never replace creativity in marketing, but they can help clarify choices and eliminate guesswork. In order to find the answer on how the case company could apparently overcome these challenges and get more from their brands, we introduced the result of the survey in our empirical section.

In the empirical part, it is evidence that there is nothing wrong with the product extended, but it seemed to be unclear how those extended brands correlate with the parent brand. The re-positioning of the parent might need to be taken into consideration. Since the empirical data shows that consumers still associate Santa Maria with “spices,” we believe that they will continue to do that no matter how far the company extends its brand. It is very common that many companies re-consider their parent brand position to broaden the scope of the brand. The consumer could easily accept the brand extension if those extended brands represented a strong brand personality association, which already exists in the consumer mind. “Spices” has now become too narrow of a concept to build the brand hierarchy upon. Thus, the company can introduce more product lines into their product concept without losing focus on the parent brand.

From our research analysis we can also draw the conclusion that exposing the consumers to information regarding the brand extension will strengthen rather than weaken the parent brand, this especially for businesses that have a strong original parent brand-which is also the case of our research company, Santa Maria.

Santa Maria’s brand personality driver could be defined as “product-related characteristic: attributes” and leave the old brand hierarchy behind. To support this idea, we clearly find out in the empirical data that there is the probability of the danger in stereotyping the brand according to the country of origin. The consumers are surrounded by different subsets of brands offering the same product attributes such as Thai, India, Mexican, etc. Many brands in the market are now offering the same concept ideas with similar brand personalities as Santa Maria offers to its consumers. There is no competitive edge recognized by consumers in the sample group. Taking the result of the empirical data into consideration, we could consider it as the early warning message from the consumer saying that they see no differences between Santa Maria’s concepts and its competitors.

Brand extension for the case company into new product categories is apparently attractive because it is more secure than launching totally new brands, but brands are not endlessly elastic. It might be the question of the short-term or long-term sustainable market growth. There are many factors we find out during this research period that could in some way boost the market growth of the extended brand studied in this paper. The fashionable food trends in Sweden and the intensive marketing/advertising campaign of the company are some of the important variables. There is always a risk of blindly following the

fashionable concept and trend when designing brand personality traits. To extend the brand and name it under the country-of-origin might be a new trap in the food industry where all brands in the same product category follow the same route.

Unfortunately, whenever you think that you found out what is in the consumer's mind, new needs, desires, new competitors and new product developments appear on the market and you have to start all over again. That is why, we suggest that such consumer surveys should be performed on a continuous basis and this research should be one of the main tools in studying consumer behavior. Scanning with regularity the minds of the consumers provides a clear, indisputable cause-and-effect roadmap for management decision-making.

Learning from the customer should never reach an end. Many times what can be forgotten is that we are all customers. Thus, the first step towards customer learning is for a brand manager to become the customers themselves. Stepping into the shoes of a consumer will guide the marketers through the complicated road toward the direction needed to take in order to solve the mystery of consumer behavior.

6.2 Further Research

In the world of brand extension, brand personality is one of the most abstract attributes and it is hard to find the universal answer for the intangible quality of research topic. After we have gone through this research process, we still believe that there are many creative ways to gain insight knowledge about branding. In future research, it would be enriching to pose the question, "Could one product ever extend its brand personality as a means to create the differentiation instead of going for brand extension?"

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Appendix

1. Corporate Interview Questionnaire

I. The Parent Brand
1. How would you define your parent brand? (vision, aim, identity, personality)
2. What makes your parent brand different in the market? (competitive advantage, etc.)
3. How do you expect your final consumer to perceive Santa Maria's parent brand after the extension of Thai and India concepts? (from the brand personality point of view)
II. Brand Extension
1. Before planning Thai and India concepts, have you considered its effects on the parent brand's personality? (ex. the confusion on brand's personality of the parent brand, etc.)
2. Have you experienced, in your past brand extension process (prior to Thai and Indian) any negative or positive effects on the parent brand in term of consumer perception?
3. Why did you personalize the Thai and India concepts according to the country of origin?
4. Through which communication channel were the Thai and India concepts communicated to the target audience?
5. Which target group are you communicating with? <ul style="list-style-type: none">• Technical target group• Communication target
6. Besides e-mail feedback from the final consumers, are there any other kinds of consumer relationship tools?
III Brand Identity
How do you make sure that you maintain the overall integrity of the parent brand identity when you extend it? (Please see the diagram: <i>the core of the brand identity</i> in the proposal)
IV Others
When were the Thai and India launched?

2. The Brand Owner Questionnaire: SPICES

Could you please kindly rate how these personalities agree with the characteristics of Santa Maria “spices”.

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
	Sincere	Does not agree	1	2	3	4	5	6	Fully agree
	Real	Does not agree	1	2	3	4	5	6	Fully agree
C	Wholesome	Does not agree	1	2	3	4	5	6	Fully agree
	Flavoring	Does not agree	1	2	3	4	5	6	Fully agree
	Original	Does not agree	1	2	3	4	5	6	Fully agree
D	Cheerful	Does not agree	1	2	3	4	5	6	Fully agree
	Sentimental	Does not agree	1	2	3	4	5	6	Fully agree
	Friendly	Does not agree	1	2	3	4	5	6	Fully agree
E	Daring	Does not agree	1	2	3	4	5	6	Fully agree
	Trendy	Does not agree	1	2	3	4	5	6	Fully agree
	Stimulating	Does not agree	1	2	3	4	5	6	Fully agree
F	Spirited	Does not agree	1	2	3	4	5	6	Fully agree
	Cool	Does not agree	1	2	3	4	5	6	Fully agree
	Young	Does not agree	1	2	3	4	5	6	Fully agree
G	Imaginative	Does not agree	1	2	3	4	5	6	Fully agree
	Unique	Does not agree	1	2	3	4	5	6	Fully agree
	Exciting	Does not agree	1	2	3	4	5	6	Fully agree
H	Modern	Does not agree	1	2	3	4	5	6	Fully agree
	Independent	Does not agree	1	2	3	4	5	6	Fully agree
	Contemporary	Does not agree	1	2	3	4	5	6	Fully agree
I	Reliable	Does not agree	1	2	3	4	5	6	Fully agree
	Hardworking	Does not agree	1	2	3	4	5	6	Fully agree
	Secure	Does not agree	1	2	3	4	5	6	Fully agree
J	Intelligent	Does not agree	1	2	3	4	5	6	Fully agree
	Technical	Does not agree	1	2	3	4	5	6	Fully agree
	Cooperate	Does not agree	1	2	3	4	5	6	Fully agree
K	Successful	Does not agree	1	2	3	4	5	6	Fully agree
	Leader	Does not agree	1	2	3	4	5	6	Fully agree
	Confident	Does not agree	1	2	3	4	5	6	Fully agree
L	Upper-Class	Does not agree	1	2	3	4	5	6	Fully agree
	Glamorous	Does not agree	1	2	3	4	5	6	Fully agree
	Good-looking	Does not agree	1	2	3	4	5	6	Fully agree
M	Charming	Does not agree	1	2	3	4	5	6	Fully agree
	Feminine	Does not agree	1	2	3	4	5	6	Fully agree
	Smooth	Does not agree	1	2	3	4	5	6	Fully agree
N	Simple & Easy	Does not agree	1	2	3	4	5	6	Fully agree
	Masculine	Does not agree	1	2	3	4	5	6	Fully agree
	Western	Does not agree	1	2	3	4	5	6	Fully agree
O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

3. The Brand Owner Questionnaire: THAI

Could you please kindly rate how these personalities agree with the characteristics of Santa Maria "Thai".

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
	Sincere	Does not agree	1	2	3	4	5	6	Fully agree
	Real	Does not agree	1	2	3	4	5	6	Fully agree
C	Wholesome	Does not agree	1	2	3	4	5	6	Fully agree
	Flavoring	Does not agree	1	2	3	4	5	6	Fully agree
	Original	Does not agree	1	2	3	4	5	6	Fully agree
D	Cheerful	Does not agree	1	2	3	4	5	6	Fully agree
	Sentimental	Does not agree	1	2	3	4	5	6	Fully agree
	Friendly	Does not agree	1	2	3	4	5	6	Fully agree
E	Daring	Does not agree	1	2	3	4	5	6	Fully agree
	Trendy	Does not agree	1	2	3	4	5	6	Fully agree
	Stimulating	Does not agree	1	2	3	4	5	6	Fully agree
F	Spirited	Does not agree	1	2	3	4	5	6	Fully agree
	Cool	Does not agree	1	2	3	4	5	6	Fully agree
	Young	Does not agree	1	2	3	4	5	6	Fully agree
G	Imaginative	Does not agree	1	2	3	4	5	6	Fully agree
	Unique	Does not agree	1	2	3	4	5	6	Fully agree
	Exciting	Does not agree	1	2	3	4	5	6	Fully agree
H	Modern	Does not agree	1	2	3	4	5	6	Fully agree
	Independent	Does not agree	1	2	3	4	5	6	Fully agree
	Contemporary	Does not agree	1	2	3	4	5	6	Fully agree
I	Reliable	Does not agree	1	2	3	4	5	6	Fully agree
	Hardworking	Does not agree	1	2	3	4	5	6	Fully agree
	Secure	Does not agree	1	2	3	4	5	6	Fully agree
J	Intelligent	Does not agree	1	2	3	4	5	6	Fully agree
	Technical	Does not agree	1	2	3	4	5	6	Fully agree
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K	Successful	Does not agree	1	2	3	4	5	6	Fully agree
	Leader	Does not agree	1	2	3	4	5	6	Fully agree
	Confident	Does not agree	1	2	3	4	5	6	Fully agree
L	Upper-Class	Does not agree	1	2	3	4	5	6	Fully agree
	Glamorous	Does not agree	1	2	3	4	5	6	Fully agree
	Good-looking	Does not agree	1	2	3	4	5	6	Fully agree
M	Charming	Does not agree	1	2	3	4	5	6	Fully agree
	Feminine	Does not agree	1	2	3	4	5	6	Fully agree
	Smooth	Does not agree	1	2	3	4	5	6	Fully agree
N	Simple & Easy	Does not agree	1	2	3	4	5	6	Fully agree
	Masculine	Does not agree	1	2	3	4	5	6	Fully agree
	Western	Does not agree	1	2	3	4	5	6	Fully agree
O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

4. The Brand Owner Questionnaire: INDIAN

Could you please kindly rate how these personalities agree with the characteristics of Santa Maria “Thai”.

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
	Sincere	Does not agree	1	2	3	4	5	6	Fully agree
	Real	Does not agree	1	2	3	4	5	6	Fully agree
C	Wholesome	Does not agree	1	2	3	4	5	6	Fully agree
	Flavoring	Does not agree	1	2	3	4	5	6	Fully agree
	Original	Does not agree	1	2	3	4	5	6	Fully agree
D	Cheerful	Does not agree	1	2	3	4	5	6	Fully agree
	Sentimental	Does not agree	1	2	3	4	5	6	Fully agree
	Friendly	Does not agree	1	2	3	4	5	6	Fully agree
E	Daring	Does not agree	1	2	3	4	5	6	Fully agree
	Trendy	Does not agree	1	2	3	4	5	6	Fully agree
	Stimulating	Does not agree	1	2	3	4	5	6	Fully agree
F	Spirited	Does not agree	1	2	3	4	5	6	Fully agree
	Cool	Does not agree	1	2	3	4	5	6	Fully agree
	Young	Does not agree	1	2	3	4	5	6	Fully agree
G	Imaginative	Does not agree	1	2	3	4	5	6	Fully agree
	Unique	Does not agree	1	2	3	4	5	6	Fully agree
	Exciting	Does not agree	1	2	3	4	5	6	Fully agree
H	Modern	Does not agree	1	2	3	4	5	6	Fully agree
	Independent	Does not agree	1	2	3	4	5	6	Fully agree
	Contemporary	Does not agree	1	2	3	4	5	6	Fully agree
I	Reliable	Does not agree	1	2	3	4	5	6	Fully agree
	Hardworking	Does not agree	1	2	3	4	5	6	Fully agree
	Secure	Does not agree	1	2	3	4	5	6	Fully agree
J	Intelligent	Does not agree	1	2	3	4	5	6	Fully agree
	Technical	Does not agree	1	2	3	4	5	6	Fully agree
	Cooperate	Does not agree	1	2	3	4	5	6	Fully agree
K	Successful	Does not agree	1	2	3	4	5	6	Fully agree
	Leader	Does not agree	1	2	3	4	5	6	Fully agree
	Confident	Does not agree	1	2	3	4	5	6	Fully agree
L	Upper-Class	Does not agree	1	2	3	4	5	6	Fully agree
	Glamorous	Does not agree	1	2	3	4	5	6	Fully agree
	Good-looking	Does not agree	1	2	3	4	5	6	Fully agree
M	Charming	Does not agree	1	2	3	4	5	6	Fully agree
	Feminine	Does not agree	1	2	3	4	5	6	Fully agree
	Smooth	Does not agree	1	2	3	4	5	6	Fully agree
N	Simple & Easy	Does not agree	1	2	3	4	5	6	Fully agree
	Masculine	Does not agree	1	2	3	4	5	6	Fully agree
	Western	Does not agree	1	2	3	4	5	6	Fully agree
O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

5. Consumer Questionnaire: SPICES

- 1 When thinking about Thai food, what brand first comes into your mind?
- 2 When thinking about Indian food, what brand first comes into your mind?
- 3 When mentioning the brand "Santa Maria", what product first comes into your mind?
- 4 As far as you know, what products are offered by Santa Maria?
- 5 Could you please kindly rate how these personalities agree with the characteristics of Santa Maria "spices".

SHOW SPICES PRODUCT TO THE
RESPONDENTS NOW!!

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
	Sincere	Does not agree	1	2	3	4	5	6	Fully agree
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	Hardworking	Does not agree	1	2	3	4	5	6	Fully agree
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O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

6 You are
under 18
18-24
25-44
45-60
over 60

7 You are ...
Male
Female

8 What do you think about Santa Maria's spices?

9 Have you every tried Santa Maria's Thai and Indian products?

THANK YOU FOR YOUR TIME!

6. Consumer Questionnaire : THAI

- 1 When thinking about Thai food, what brand first comes into your mind?
- 2 When thinking about Indian food, what brand first comes into your mind?
- 3 When mentioning the brand "Santa Maria", what product first comes into your mind?
- 4 As far as you know, what products are offered by Santa Maria?
- 5 Could you please kindly rate how these personalities agree with the characteristics of Santa Maria's Thai.

SHOW SPICES PRODUCT TO THE
RESPONDENT NOW!!

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
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	Independent	Does not agree	1	2	3	4	5	6	Fully agree
	Contemporary	Does not agree	1	2	3	4	5	6	Fully agree
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	Technical	Does not agree	1	2	3	4	5	6	Fully agree
	Cooperate	Does not agree	1	2	3	4	5	6	Fully agree
K	Successful	Does not agree	1	2	3	4	5	6	Fully agree

	Leader	Does not agree	1	2	3	4	5	6	Fully agree
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	Glamorous	Does not agree	1	2	3	4	5	6	Fully agree
	Good-looking	Does not agree	1	2	3	4	5	6	Fully agree
M	Charming	Does not agree	1	2	3	4	5	6	Fully agree
	Feminine	Does not agree	1	2	3	4	5	6	Fully agree
	Smooth	Does not agree	1	2	3	4	5	6	Fully agree
N	Simple & Easy	Does not agree	1	2	3	4	5	6	Fully agree
	Masculine	Does not agree	1	2	3	4	5	6	Fully agree
	Western	Does not agree	1	2	3	4	5	6	Fully agree
O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

6 You are
under 18
18-24
25-44
45-60
over 60

7 You are ...
Male
Female

8 Where have you learned to eat Thai food?

9 Have you every tried Santa Maria's Thai and Indian products?

THANK YOU FOR YOUR TIME!

7. Consumer Questionnaire: INDIAN

- 1 When thinking about Thai food, what brand first comes into your mind?
- 2 When thinking about Indian food, what brand first comes into your mind?
- 3 When mentioning the brand "Santa Maria", what product first comes into your mind?
- 4 As far as you know, what products are offered by Santa Maria?
- 5 Could you please kindly rate how these personalities agree with the characteristics of Santa Maria's indian.

SHOW SPICES PRODUCT TO THE
RESPONDENT NOW!!

A	Down-to-Earth	Does not agree	1	2	3	4	5	6	Fully agree
	Family-oriented	Does not agree	1	2	3	4	5	6	Fully agree
	Small-town	Does not agree	1	2	3	4	5	6	Fully agree
B	Honest	Does not agree	1	2	3	4	5	6	Fully agree
	Sincere	Does not agree	1	2	3	4	5	6	Fully agree
	Real	Does not agree	1	2	3	4	5	6	Fully agree
C	Wholesome	Does not agree	1	2	3	4	5	6	Fully agree
	Flavoring	Does not agree	1	2	3	4	5	6	Fully agree
	Original	Does not agree	1	2	3	4	5	6	Fully agree
D	Cheerful	Does not agree	1	2	3	4	5	6	Fully agree
	Sentimental	Does not agree	1	2	3	4	5	6	Fully agree
	Friendly	Does not agree	1	2	3	4	5	6	Fully agree
E	Daring	Does not agree	1	2	3	4	5	6	Fully agree
	Trendy	Does not agree	1	2	3	4	5	6	Fully agree
	Stimulating	Does not agree	1	2	3	4	5	6	Fully agree
F	Spirited	Does not agree	1	2	3	4	5	6	Fully agree
	Cool	Does not agree	1	2	3	4	5	6	Fully agree
	Young	Does not agree	1	2	3	4	5	6	Fully agree
G	Imaginative	Does not agree	1	2	3	4	5	6	Fully agree
	Unique	Does not agree	1	2	3	4	5	6	Fully agree
	Exciting	Does not agree	1	2	3	4	5	6	Fully agree
H	Modern	Does not agree	1	2	3	4	5	6	Fully agree
	Independent	Does not agree	1	2	3	4	5	6	Fully agree
	Contemporary	Does not agree	1	2	3	4	5	6	Fully agree
I	Reliable	Does not agree	1	2	3	4	5	6	Fully agree
	Hardworking	Does not agree	1	2	3	4	5	6	Fully agree
	Secure	Does not agree	1	2	3	4	5	6	Fully agree
J	Intelligent	Does not agree	1	2	3	4	5	6	Fully agree
	Technical	Does not agree	1	2	3	4	5	6	Fully agree
	Cooperate	Does not agree	1	2	3	4	5	6	Fully agree
K	Successful	Does not agree	1	2	3	4	5	6	Fully agree

	Leader	Does not agree	1	2	3	4	5	6	Fully agree
	Confident	Does not agree	1	2	3	4	5	6	Fully agree
L	Upper-Class	Does not agree	1	2	3	4	5	6	Fully agree
	Glamorous	Does not agree	1	2	3	4	5	6	Fully agree
	Good-looking	Does not agree	1	2	3	4	5	6	Fully agree
M	Charming	Does not agree	1	2	3	4	5	6	Fully agree
	Feminine	Does not agree	1	2	3	4	5	6	Fully agree
	Smooth	Does not agree	1	2	3	4	5	6	Fully agree
N	Simple & Easy	Does not agree	1	2	3	4	5	6	Fully agree
	Masculine	Does not agree	1	2	3	4	5	6	Fully agree
	Western	Does not agree	1	2	3	4	5	6	Fully agree
O	Tough	Does not agree	1	2	3	4	5	6	Fully agree
	Inspired	Does not agree	1	2	3	4	5	6	Fully agree
	Rugged	Does not agree	1	2	3	4	5	6	Fully agree

6 You are
under 18
18-24
25-44
45-60
over 60

7 You are ...
Male
Female

8 Where have you learned to eat Indian food?

9 Have you every tried Santa Maria's Thai and Indian products?

THANK YOU FOR YOUR TIME!

8. Consumer Questionnaire : Spices

SWEDISH
Used in survey

- 1 När ni tänker på det Thailändska köket, vilket varumärke tänker ni på först?
- 2 När ni tänker på det Indiska köket, vilket varumärke tänker ni på först?
- 3 Vilken produkt tänker ni först på när ni hör varumärket "Santa Maria"?
- 4 Vilka produkter känner du till som Santa Maria erbjuder?

- 5 Kan du rangordna i en 6-gradig skala, hur följande personliga egenskaper överensstämmer med Santa Marias kryddor?

SHOW THE PRODUCT SAMPLE TO THE RECEIPIENT NOW

A	jordnära	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	familjeorienterad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	småstadsaktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
B	ärlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	uppriktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	verklig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
C	skötsam	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	rätt smak	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	originell	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
D	glad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	sentimental	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	vänlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
E	våghalsig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	trendig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	upphetsande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
F	livfull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	cool	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	ung	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
G	fantasifull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	unik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	spännande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
H	modern	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	självständig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	i vårans tid	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
I	pålitlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	hårt arbetande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	säker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
J	intelligent	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	teknisk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	samarbetsvillig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
K	framgångsrik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	ledare	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	självsäker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
L	överklass	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	glamorös	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	snygg	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.

M	charmig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	feminin / kvinnlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	smidig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
N	Enkel/bekvämt	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	maskulin/manlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	västerländsk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
O	hård	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	tuff	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	hårdad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.

- 6 Din ålder....
under 18
18-24
25-44
45-60
Över 60
- 7 Kön....
Man
Kvinna
- 8 Vad tycker du om Santa Marias kryddor?
- 9 Har du någon gång smakat några av Santa Marias produkter från det Thailändska eller Indiska köket?

TACK FÖR DIN MEDVERKAN !

9. Consumer Questionnaire: Thai

SWEDISH
Used in survey

1 När ni tänker på det Thailändska köket, vilket varumärke tänker ni på först?

2 När ni tänker på det Indiska köket, vilket varumärke tänker ni på först?

3 Vilken produkt tänker ni först på när ni hör varumärket "Santa Maria"?

4 Vilka produkter känner du till som Santa Maria erbjuder?

5 Kan du rangordna i en 6-gradig skala, hur följande personliga egenskaper överensstämmer med Santa Marias Thailändska produkter?

SHOW THE PRODUCT SAMPLE TO THE RECEIPTANT NOW

A	jordnära	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	familjeorienterad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	småstadaktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
B	ärlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	uppriktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	verklig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
C	skötsam	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	rätt smak	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	originell	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
D	glad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	sentimental	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	vänlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
E	våghalsig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	trendig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	upphetsande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
F	livfull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	cool	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	ung	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
G	fantasifull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	unik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	spännande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
H	modern	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	självständig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	i väran tid	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
I	pålitlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	hårt arbetande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	säker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
J	intelligent	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	teknisk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	samarbetsvillig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
K	framgångsrik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	ledare	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	självssäker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
L	överklass	Det stämmer inte alls	88	1	2	3	4	5	6	Det stämmer helt.
	glamorös	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	
	snygg	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.	

M	charmig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	feminin / kvinnlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	smidig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
N	enkel/bekvämt	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	maskulin/manlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	västerländsk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
O	hård	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	tuff	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	hårdad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.

6 Din ålder....
under 18
18-24
25-44
45-60
Över 60

7 Kön....
Man
Kvinna

8 Var lärde du dig att äta Thai mat?

9 Har du någon gång smakat några av Santa Marias produkter från det Thailändska eller Indiska köket?

TACK FÖR DIN MEDVERKAN !

10. Consumer Questionnaire: Indian

SWEDISH
Used in survey

1 När ni tänker på det Thailändska köket, vilket varumärke tänker ni på först?

2 När ni tänker på det Indiska köket, vilket varumärke tänker ni på först?

3 Vilken produkt tänker ni först på när ni hör varumärket "Santa Maria"?

4 Vilka produkter känner du till som Santa Maria erbjuder?

5 Kan du rangordna i en 6-gradig skala, hur följande personliga egenskaper överensstämmer med Santa Marias kryddor?

SHOW THE PRODUCT SAMPLE TO THE RECEIPIENT NOW

A	jordnära	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	familjeorienterad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	småstadsaktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
B	ärlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	uppriktig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	verklig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
C	skötsam	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	rätt smak	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	originell	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
D	glad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	sentimental	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	vänlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
E	våghalsig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	trendig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	upphetsande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
F	livfull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	cool	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	ung	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
G	fantasifull	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	unik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	spännande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
H	modern	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	självständig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	i vårans tid	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
I	pålitlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	hårt arbetande	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	säker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
J	intelligent	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	teknisk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	samarbetsvillig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
K	framgångsrik	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	ledare	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	självsäker	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
L	överklass	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	glamorös	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	snygg	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.

M	charmig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	feminin / kvinnlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	smidig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
N	Enkel/bekvämt	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	maskulin/manlig	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	västerländsk	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
O	hård	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	tuff	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
	härdad	Det stämmer inte alls	1	2	3	4	5	6	Det stämmer helt.
6	Din ålder....	under 18 18-24 25-44 45-60 Över 60							
7	Kön....	Man Kvinna							
8	Var lärde du dig att äta Indisk mat?								
9	Har du någon gång smakat några av Santa Marias produkter från det Thailändska eller Indiska köket?								

TACK FÖR DIN MEDVERKAN !