



# Brand Stewardship™ for Taro Brand Fish Snack

by

Mr. Tawatchai Taweejirawut

A Final Report of the Three - Credit Course  
CE 6998 Project

Submitted in Partial Fulfillment  
of the Requirements for the Degree of  
Master of Science  
in Computer and Engineering Management  
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Project Title                      Brand Stewardship™ for Taro Brand Fish Snack

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Academic Year                  November 1999

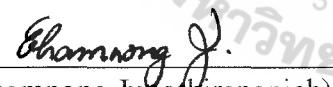
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The Graduate School of Assumption University has approved this final report of the three-credit course, CE 6998 PROJECT, submitted in partial fulfillment of the requirements for the degree of Master of Science in Computer and Engineering Management.


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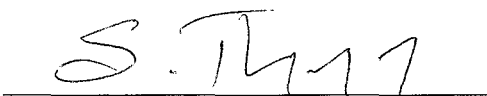
  
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## ABSTRACT

This project “Brand Stewardship<sup>TM</sup> for Taro” is done in order to check the health of the brand “Taro” fish snack. It is to check the value of the brand and the positioning of the brand in the mind of the consumers so that we can create the framework for the brand that we can use it as reference when we have to make any decisions about the branding and marketing campaign.

In fact the concept of Brand Stewardship<sup>TM</sup> is developed by Ogilvy & Mather, top advertising agency in Thailand. This project is carried out by interviewing the target group which are the core users to find out what they perceive about the brand, what their linkage with the brand is, etc. All the process, starting from the question to interview, the systematic thinking about the branding theory, is done according to the step of Brand Stewardship<sup>TM</sup> by Ogilvy & Mather. After getting all the information about the perception of the consumers, the marketers will understand more about how the brand is important to the consumers, then they can design a campaign and direction for the brand that is consistent with the consumers’ perceived value, and they can also conclude all the information into one single statement called “BrandPrint<sup>TM</sup>” which is the vivid statement of the unique relationship that exists between the consumer and the brand.

The project was accomplished to conclude the perceived value of the brand to the consumers. The result, BrandPrint<sup>TM</sup>, will be used to suggest the direction of the brand and the marketers can use it as the guideline in developing any campaign or make decision about the branding issue.

## ACKNOWLEDGEMENTS

I am indebted to many people and organizations. Without them, this project would not have been possible.

I wish to express sincere gratitude to my advisor, A. Pornpong Vatanaromya, for his patient assistance, guidance and constant encouragement that have led me to fulfil the goal.

I would like to thank the Vice President - Marketing, Mr. Khunvat Rojanakatanyoo, who give me the greatest opportunity to work and learn from the biggest brand of the company, Premier Marketing.

I would like to thank the Client Service Team, Ogilvy & Mather, who trained me and helped me apply the process and step according to the “Brand Stewardship<sup>TM</sup>” concept.

Special appreciation is due to my family and closest friends for their fervent and continuous encouragement. Above all, I am forever grateful to my parents whose willingness to invest in my future has enabled me to achieve my education goal.

## TABLE OF CONTENTS

<u>Chapter</u>	<u>Page</u>
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
LIST OF FIGURES	vii
I. INTRODUCTION	1
1.1 Background	1
1.2 Usage and Attitude (U&A) Study	2
1.3 Marketing Information	5
1.4 Objectives	5
II. LITERATURE REVIEW	7
2.1 Overview	7
2.2 Brand Stewardship <sup>TM</sup>	9
2.3 The process of Brand Stewardship <sup>TM</sup>	9
III. RESEARCH	22
3.1 Methodology	22
3.3 BrandPrint <sup>TM</sup>	24
IV. IMPLEMENTATION	25
4.1 Finding	25
4.2 Recommendation	28
APPENDIX A TRIGGERS	32
APPENDIX B EMOTIONS / FEELINGS	48
APPENDIX C ASSOCIATIONS / MEMORIES	64
APPENDIX D ROLES / RELATIONSHIPS	70



## LIST OF FIGURES

<u>Figure</u>	<u>Page</u>
1.1 Brand Awareness for Snack (Spontaneous).	2
1.2 Brand Awareness for Fish Snack (Spontaneous).	3
1.3 Advertising Awareness for Snack (Spontaneous).	4
1.4 Brand Usage for Fish Snack.	4
2.1 Five steps of the process of Brand Stewardship <sup>TM</sup> .	10
2.2 Probing question.	11
2.3 Brand Audit Process.	14
2.4 The Brand Planning Cycle.	18





## **I. INTRODUCTION**

### **1.1 Background**

Premier Marketing is one of the top ten companies in the snack industry in Thailand, with 1,500 million bath sales a year, and about 70% of the company's sales come from a single product that is the fish snack named "Taro".

In fact, Taro has been in the market for more than 13 years, and today it represents more than 1,000 million bath sales per year. As it is accounted for 70% of the total sales of the company, it needs very careful consideration when we want to do anything with the brand, and the brand has been quite stable for about 13 years. The reason is that during the past 13 years, we have the problem of out of stock due to the lack of production capacity and we acted as the single brand of the fish snack market, so we did not emphasize on the branding strategy. What we emphasize on is to produce enough goods to supply the market demand. Until recent years, we can have enough, or even greater capacity to serve the market demand, due to the plant expansion at Kabinburi. So we are now turning to emphasize on the branding strategy. However, it is quite difficult to change or to do anything with the brand that has not done anything for about 13 years because the consumers are attached to the existing element of the brand, such as packaging, brand identity, etc. So we decide to implement the concept of "Brand Stewardship<sup>TM</sup>", the tool developed by Ogilvy & Mather, to ensure that all activities relating to the brand reflects, builds and stays true to the core values and spirit of the Brand.

### **1.2 Usage and Attitude (U&A) Study**

U&A Study is the study that is done in order to study about the usage and the attitude of the consumers to the products. It is the nationwide quantity research, using

face to face interview with the respondents, totally 800 respondents, which is done by the research team of the Premier marketing. From this study, we find a lot of useful information about the branding issue.

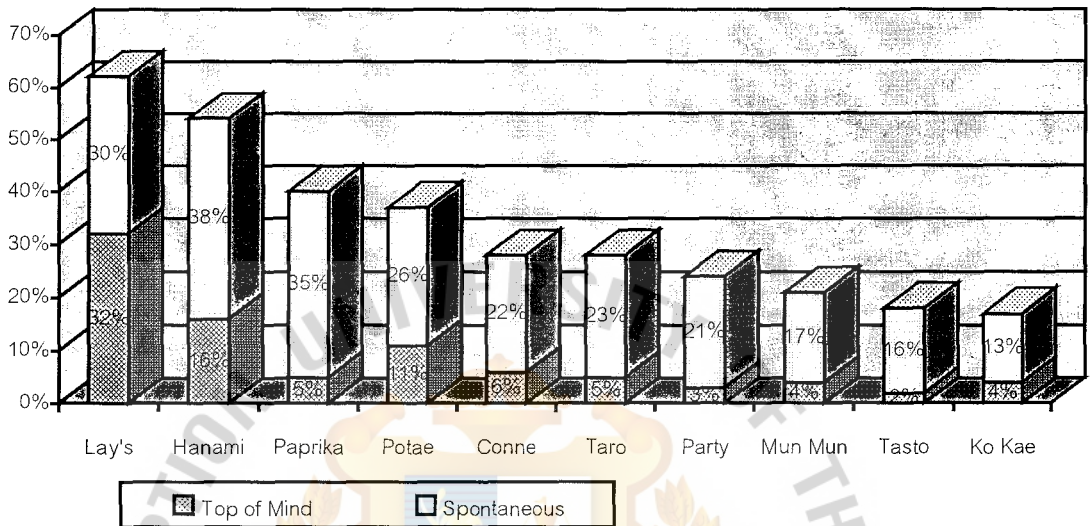


Figure 1.1. Brand Awareness for Snack (Spontaneous) N = 800.

From the research, we find that the 10 most popular snacks are Lay's, Hanami, Paprika, Potae, Conne, Taro, Party, Mun Mun, Tasto, Ko Kae. For Taro, we can see that only 5% of the respondents answer it as the first name when talking about snack (Top on mind), and 23% answer but not the first name (Spontaneous), totally 28% for Taro, which is quite low comparing with Lay's, Hanami, Paprika, Potae and Conne. In fact the sales of Taro is more than that of Hanami, so, the Brand awareness of Taro should be in the second rank instead of Hanami.

This is the result of the media consistency, Lay's, Hanami and Paprika regularly spend much more on TV Advertising together with the various marketing activities eg. Game Show Sponsoring, Concert Sponsoring, etc., so the consumers are quite familiar with such brands.

If we compare in terms of value (Baht) sales, Taro is the second rank, after Lay's, but for the brand awareness, it's at the 6<sup>th</sup> rank. As stated above, the top five brands uses large amount of money in the advertising with consistency, comparing to Taro.

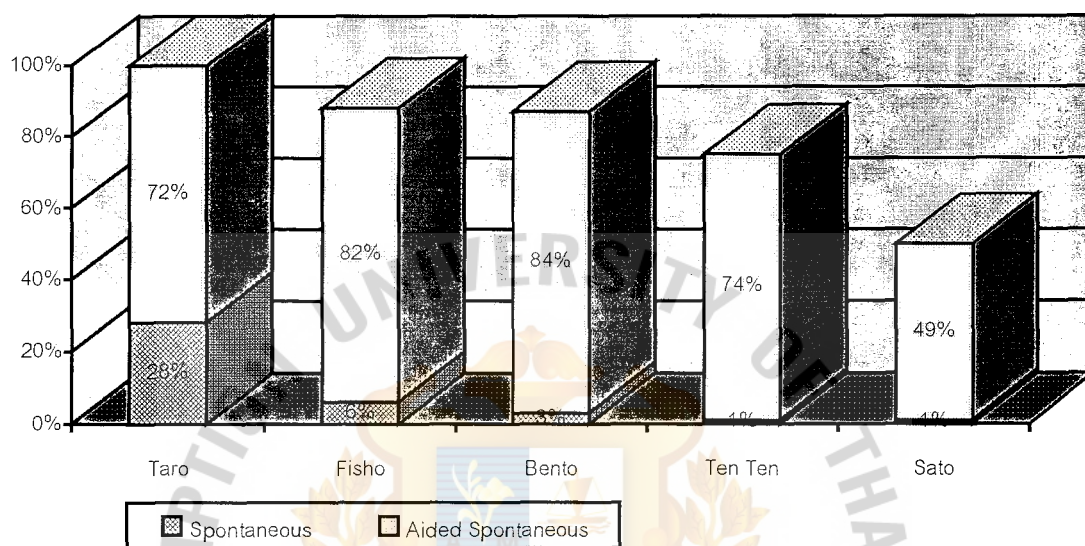


Figure 1.2. Brand Awareness for Fish Snack (Spontaneous) N = 800.

From the research, Taro brand awareness is better than that of its competitors. But today, Fisho spend a lot on TV Advertising, Taro has to be protected against this, if it lets Fisho to continue like this, the brand awareness of Fisho will be higher.

The problem of Taro is how to compete against other category, Potato Chip, Prawn Craker and Extruded.

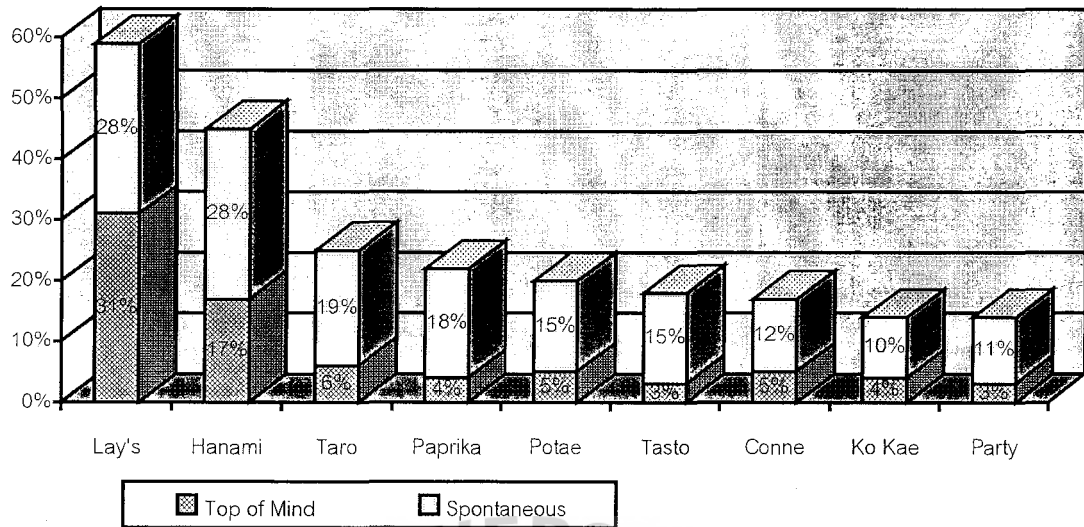


Figure 1.3. Advertising Awareness for Snack (Spontaneous) N = 800.

From the research, we see that the top 9 Snack on TV Advertising are Lays, Hanami, Taro, Paprika, Potae, Tasto, Conne, Ko Kae and Party. The highest TV Advertising awareness is Lay's which makes it gain more and more market shares. For Taro, it is the third rank, and its Top of the Mind awareness is quite low compared with Lay's and Hanami.

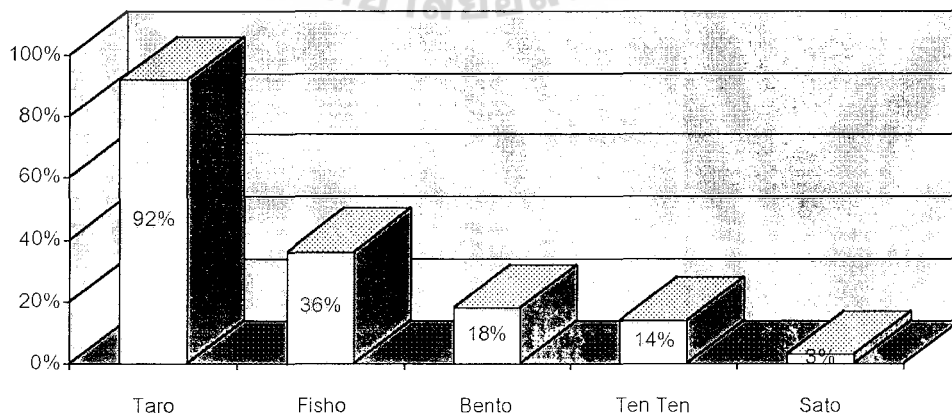


Figure 1.4. Brand Usage for Fish Snack N = 327.



As Taro is the leader, most of the people always buy Taro (92%), however we have to be aware of Fisho, as it has begun to spend more on advertising during these last 2 years. It can induce the consumers to try its product (36%) while others (Bento and Ten Ten) who have been in the market for many years but only a small portion of people buy from them.

### 1.3 Marketing Information

#### (a) Marketing Objectives

- (1) Increase sales to 1.6 billion Bath.
- (2) Increase brand share to 76%
- (3) Expand fish snack market by increasing category and brand awareness.

#### (b) Positioning

Because “Taro” is made of real fish, you can enjoy its great taste and build up your strength from fish protein. No other snack offer as much nutritional value.

#### (c) Target Market (Advertising Target)

Age : 19-21 years

Sex : male + female

Income : C+

Education : Bachelor's Degree

Psychographic : Independence, sociable, outgoing, selective and health conscious

### 1.4 Objectives

- (a) To check the attitude of the consumers with the brand.

- (b) To develop a better understanding about the brand and its relationship with consumer.
- (c) To identify which brand element we should take and which one we should leave.
- (d) To construct the framework for doing anything with the brand.



## II. LITERATURE REVIEW

### 2.1 Overview

Branding has been around for centuries as a means to distinguish the goods of one producer from those of another. In fact, the word “brand” is derived from the Old Norse word “brand” which means “to burn”, as brands were and still are the means by which owners of live stock mark their animals to identify them. According to the American Marketing Association, a brand is a “name, term, sign, symbol, or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition”. Thus, the key to creating a brand is to choose a name, logo, symbol, package design, or other attribute that identifies a product and distinguishes it from others. We can call these different components of a brand, which identify and differentiate it, brand elements.

It is important to contrast a brand and a product. According to Phillip Kotler, a product is anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a need or want. Thus, a product may be a physical good (e.g., a cereal, tennis racquet, or automobile), service (e.g. an airline, bank, or insurance company), retail store (e.g., a department store, specialty store, or supermarket), person (e.g., a political figure, entertainer, or professional athlete), organization (e.g., a nonprofit, trade organization, or arts group), place (e.g., city, state, or country), or idea (e.g., a political or social cause). Kotler also defines five levels of a product:

- (1) The core benefit level is the fundamental need or want that consumers satisfy by consuming the product or service.
- (2) The generic product level is a basic version of the product containing only those attributes or characteristics absolutely necessary for its functioning but

with no distinguishing features. This is basically a stripped-down, “no-frills” version of the product that adequately performs the product function.

- (3) The expected product level is a set of attributes or characteristics that buyers normally expect and agree to when they purchase a product.
- (4) The augmented product level includes additional product attributes, benefits, or related services that distinguish the product from competitors.
- (5) The potential product level includes all of the augmentations and transformations that a product might ultimately undergo in the future.

Some brands create competitive advantages with product performance. For example, brands such as Kodak, Gillette, Sony, 3M, and others have been leaders in their product categories for decades, due to the continual innovation. Steady investments in research and development have produced leading-edge products, and sophisticated mass marketing practices have ensured rapid adoption of new technologies in the consumer market. Other brands create competitive advantages through non-product-related means. For example, Coca-Cola, Calvin Klein, Channel No. 5, Marlboro, and other brands have become leaders in their product categories by understanding consumer motivations and desires and creating relevant and appealing images surrounding their products. Often these intangible image associations may be the only way to distinguish different brands in a product category. By creating perceived differences among products through branding and developing loyal consumer franchises, marketers create value, which can translate to financial profits for the firm.

A Brand is something that resides in the minds of consumers. A brand is a perceptual entity, rooted in reality, but also reflecting the perceptions and perhaps even the idiosyncrasies of consumers. To brand a product, it is necessary to teach consumers “who” the product is—by giving it a name and using other brand elements to help



identify it—as well as “what” the product does and “why” consumers should care. In other words, to brand a product or service, it is necessary to give consumers a label for the product and to provide meaning for the brand to consumers. The key to branding is that consumers perceive differences among brands in a product category.

## **2.2 Brand Stewardship<sup>TM</sup>**

Brand Stewardship<sup>TM</sup> is the day to day practice of understanding and nurturing the Brands and fully appreciating the significance in the lives of the people who buy or use them. It is the art of creating, building and energizing profitable Brands. Brand Stewardship<sup>TM</sup> is a total program to ensure that all activities relating to the Brand reflects, builds and stays true to the core values and spirit of the Brand.

In fact, Brand Stewardship<sup>TM</sup> is not a rule but a tool, so it may be wrong to apply the process of Brand Stewardship<sup>TM</sup> inflexibly to all Brands. A Brand in decline cannot be regarded in the same light as a Brand riding the crest of a wave. Steps that can easily be taken in one country may not be possible in another. So, it is not a set of rules, but of tools, tools with which to build enduring Brands.

## **2.3 The process of Brand Stewardship<sup>TM</sup>**

The process of Brand Stewardship<sup>TM</sup> can be broken down quite simply into five steps, as shown in Figure 2.1.

### **(1) Information Gathering**

The first step in the Brand Stewardship<sup>TM</sup> process is to know the Brand inside out and in this process we cannot do it alone, but as a team. When we say team, it means every marketer and everyone in the advertising agency who is involved with the Brand, regardless of department or discipline. Where stewardship of Brands is concerned, such structural concerns have no

place, and the difference perspectives will enhance and deepen our knowledge of the Brand.

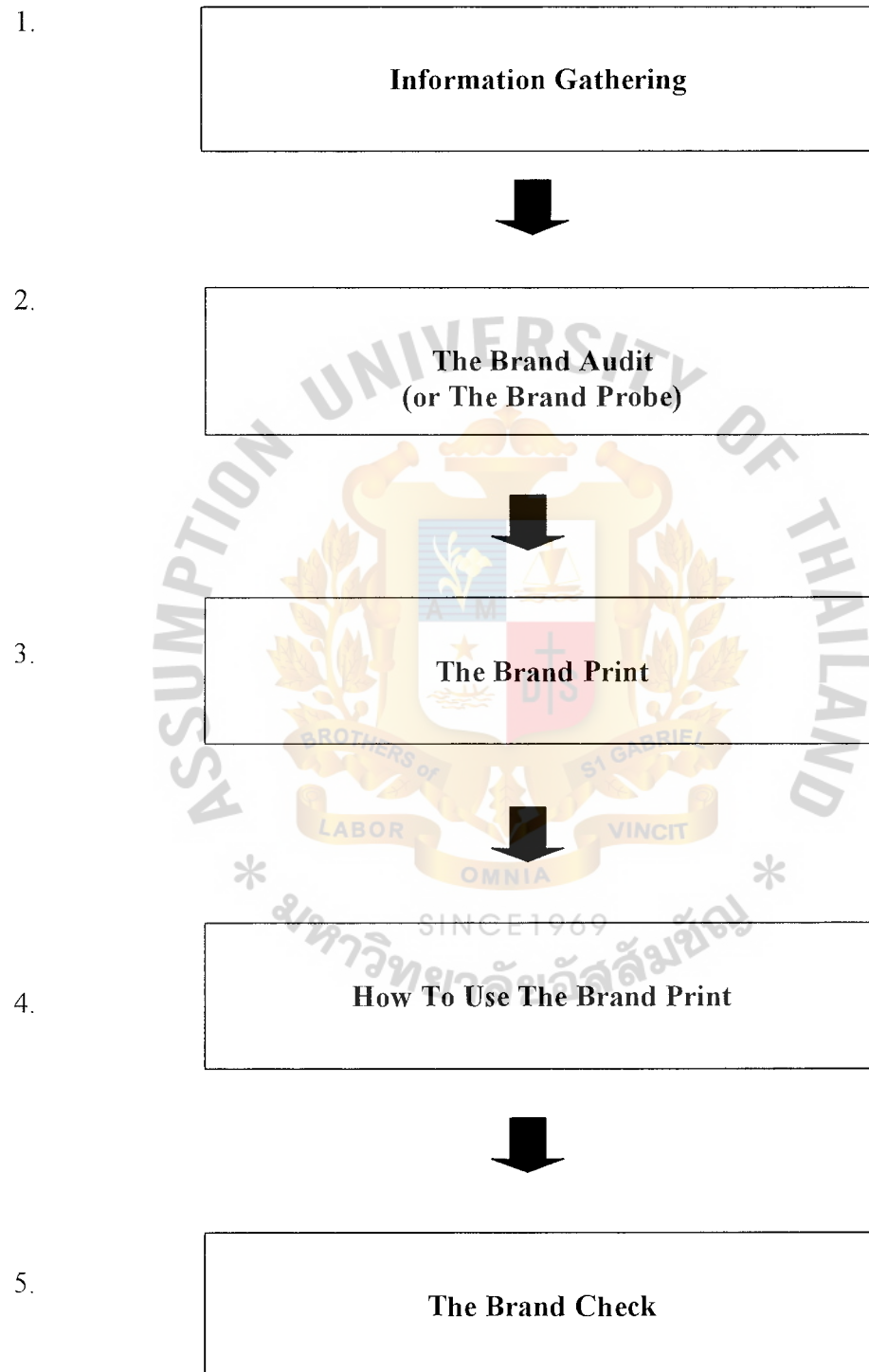


Figure 2.1. Five Steps of the Process of Brand Stewardship™.

Review all the knowledge of the Brand

- (a) The product details refer to its benefits, ingredients, its physical form and functional attributes and its history, etc.
  - (b) The consumers refer to heavy, light, current, lapsed and non-users of their behavior and attitudes, where they live and what they do, etc.
  - (c) The competition refers to direct and indirect, size, trends, etc.
  - (d) The environment refers to the company behind the Brand and the broader environment, social, economic, political, cultural, etc.
- (2) The Brand Audit
- The Brand Audit is a method of collecting information that is both tangible and intangible in order to develop insights, instincts and a true understanding about a Brand and its relationship with the consumer. It's this relationship which constitutes a Brand.

Questions which probe:

- (a) Things that trigger the Brand?
- (b) Emotions and feelings experienced with use?
- (c) Associations and memories that brings to mind?
- (d) Roles of the Brand in consumer's life, what're the relationships?

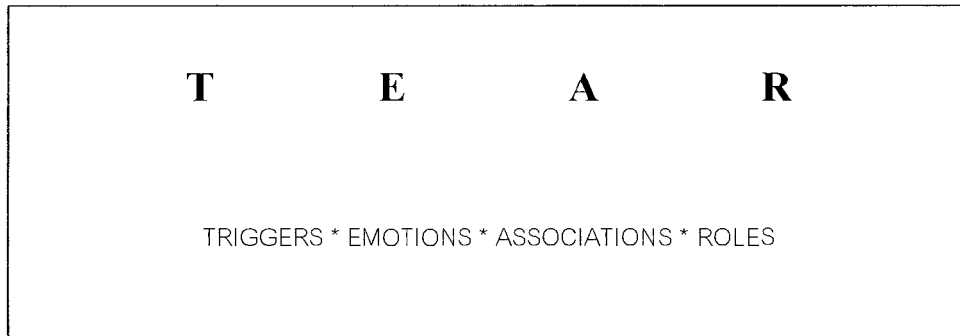


Figure 2.2. Probing Question.

As the concept of Brand Stewardship™ is developed by Ogilvy & Mather, which is the worldwide advertising agency, it is suggested to establish a standard set of questions for the audit in order to make the whole process proprietary to Ogilvy & Mather and its branded product, consistent across the world. So we will keep the standard questionnaire format.

The Brand Audit – Questions

Think about the specific things that trigger this Brand's identity in your mind.

- (a) When you hear the Brand's name, what immediately springs to mind?
- (b) What else?
  - (1) Visuals or images? Who?
  - (2) Packaging or product elements?
  - (3) Bits of advertising? Slogan?
  - (4) Signs or symbols? Logo? Color?
  - (5) Other Brand element?



- (c) What do these stimuli suggest or signal about the Brand?

Thinking about the feelings and emotions the Brand evokes in you...

- (a) What specific feelings and emotions do you experience in connection with using this Brand?
- (b) How does this Brand make you feel about yourself?
- (c) What do you feel when you see other people using this Brand?
- (d) What is the mood of the Brand?
- (e) How do the feelings and emotions this Brand evoke in you differ from those its leading competitor might evoke?

Since using a Brand makes it part of your life, Brands have personal memories or associations attached to them...

- (a) What personal memories or associations does this Brand bring to mind?
- (b) Describe an episode in your life or the life of someone close to you that illustrates this.

Beyond the specific functions they perform, Brands do a great deal more to us in our lives.

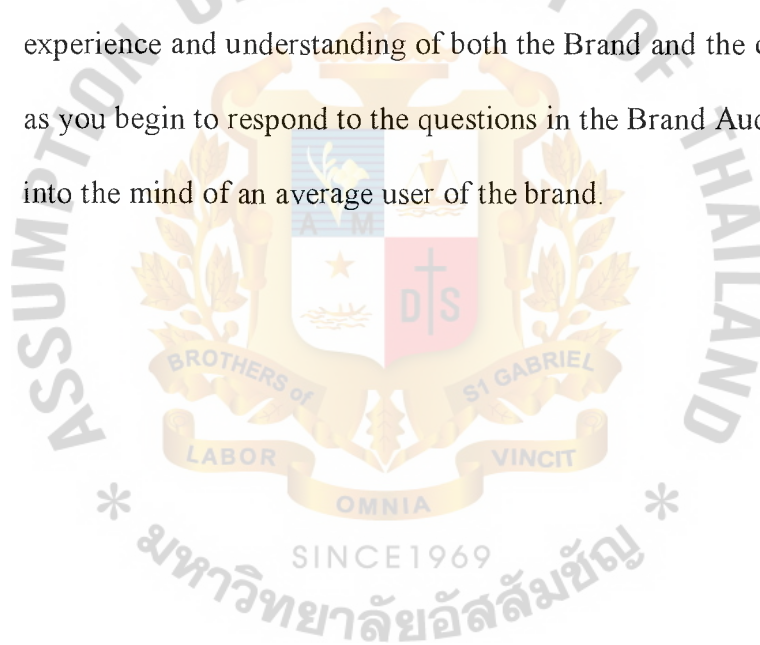
- (a) Beyond the technical function it performs, what does this Brand do for you in your life that other Brands cannot?
- (b) What unique contribution does it make?
- (c) What special perspective or point of view does it give you about using the category?
- (d) What aspects of your own behavior or way of thinking about things reinforce what the Brands does for you?

The Brand Audits should start to bring the Brand to life on the page.

To do this it will help to:

- (a) Use more evocative language (Poetry not prose)
- (b) Take more risks; don't be afraid to put yourself on the line
- (c) Feel it as well as think it
- (d) Use your intuition, not your logic
- (e) Banish all marketing jargon

The audit should be answered from the consumer's point of view; so in preparing to answer the questions, you should call upon your knowledge, experience and understanding of both the Brand and the consumer and then, as you begin to respond to the questions in the Brand Audit... think yourself into the mind of an average user of the brand.



## The Brand Audit Process

In Thailand, the process was adapted in four steps, as follows;

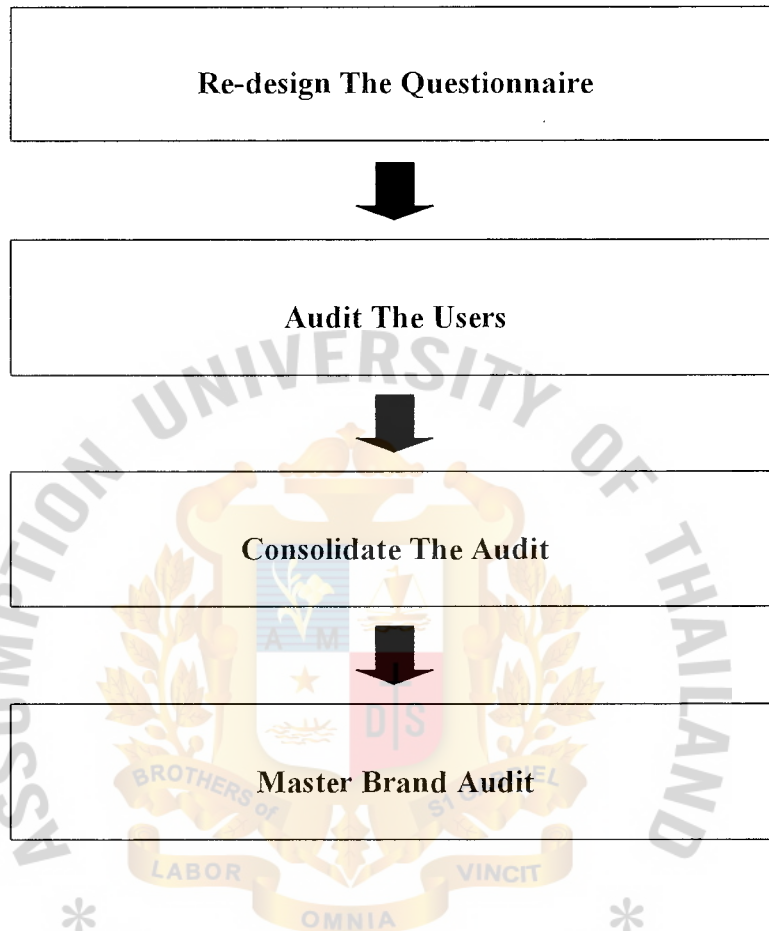


Figure 2.3. Brand Audit Process.

For the Questionnaire, for some targets such as kids, we should use the right tone and language to approach them. In the Auditing process, normally we interview 30 loyal users. The Master Brand Audit then becomes the raw material for the BrandPrint™, the most important single document in the whole process of Brand Stewardship™.

(3) The BrandPrint™

(a) What is a BrandPrint™?

- (1) A vivid statement of the unique relationship that exists between the consumer and Brand.
- (2) The Brand's DNA of its fingerprint.
- (3) The core truth and spirit.
- (4) Unique to the Brand. Impossible to transfer.

The BrandPrint™ is written to represent loyal Brand users as the Brand will grow by identifying and meeting similar attitudes among a wider consumer franchise. It's an insightful articulation of the relationship between the consumer and the Brand.

What a BrandPrint™ is not

A BrandPrint™ is not, nor should it be confused with or used as a substitute for:

- (1) Strategy or a positioning
- (2) Description of the Brand
- (3) Description of the advertising
- (4) Marketing objective
- (5) Wish list
- (6) Brief for a campaign / executional guidelines
- (7) Brand personality statement

(b) How to write a BrandPrint™

BrandPrint™ can be a paragraph or two in length but the best ones can be boiled down to a sentence or phrase. It should be written in a way that does not simply describe, but vividly evokes the feeling of



the relationship. The statement should reflect only what is essential to the relationship. We should get the 1<sup>st</sup> draft together with the Master Brand Audit and use it for further procedure during our creative people are working on the final one. Don't expect to get it right first time. Experience suggests that much editing is required along with several re-writes.

(c) How to recognize a good BrandPrint™

A BrandPrint™ describes a unique relationship that exists between the consumer and a Brand; but the key word here is RELATIONSHIP, so a good BrandPrint™ should first and most importantly be a description of a relationship and then it should be:

- (1) Distinctive: Anyone should be able to pick it up and have a good idea which Brand it describes.
- (2) Linked: It should be capable of being said by either the Brand or the consumer.
- (3) Clear: Brevity should not mean ambiguity.
- (4) Colloquial: Consumer, not professional, language.
- (5) Colorful: Evocative language should appeal to the heart as well as the mind.
- (6) Appealing: Obviously it is no good ending up with a BrandPrint™ that turns people off. Be positive, but from a realistic point of view. Express the truth in a positive way.
- (7) Flexible in use: Capable of informing all forms of interface with the consumers, not just advertising.

One of the most important things to keep in mind, for the whole time, is that a BrandPrint™ is truthful, don't try to invent your ideal Brand or dream up where you'd like your Brand to be.

We do have Brands that are struggling through a poor or inappropriate relationship with their consumer. The Audit should help you identify what you need to take with you and what you want to leave behind. This provides the opportunity to examine attitudes and potential re-interpretations which could appeal to lighter or even current non-users. For example, a Brand which may be described as “boring” may be positively interpreted as “safe” by those who are closest to it.

(d) How to develop Brand Prints across borders

A BrandPrint™ is an articulation of the relationship between the consumer and Brand; it follows that the BrandPrint™ must be true to the local relationship. Brand which cross borders may enjoy subtly different relationship with their consumers in different countries/markets. These differences may not be important enough to affect marketing communication material but, on the other hand, they might. We need some ground rules to avoid disasters:

- (1) Always start by doing a BrandPrint™ which is true to the local market.
- (2) If an International BrandPrint™ already exists, then compare it with your local BrandPrint™ and resolve differences in consultation with the WMS, (WCS team).

- (3) Remember that the international BrandPrint™ is probably closer to the ideal, it is our role therefore, to work out how we can close the gap between the local and the ideal.

- (4) How to use a BrandPrint™

A BrandPrint™ is a tool not an ornament, it needs to be used or all the time and effort you have put in so far will be wasted. There is a problem of how to get the benefit of the BrandPrint™, so let's be clear on a few fundamentals:

- (1) The BrandPrint™ is not a substitute for anything.
- (2) The BrandPrint™ is the starting point for communication strategy.
- (3) The BrandPrint™ is the starting point for all creative development. Not only advertising but also packaging, PR, promotion, direct marketing and all forms of communications.
- (4) The BrandPrint™ must be recognized, agreed and welcomed by all members of the Brand team (Marketer) and the advertising agency teams; if it's not, fix the BrandPrint™ or fix the teams.
- (5) The BrandPrint™ must become a familiar and often used as reference point for any action taken by or on behalf of the Brand.

The BrandPrint™ is only the beginning of Brand Stewardship™. You must use it as a starting point for brief, presentations and reviews. Use it to influence everything you do on your Brand and measure all current activities against it. The BrandPrint™ must be used in the Brand Planning Cycle.

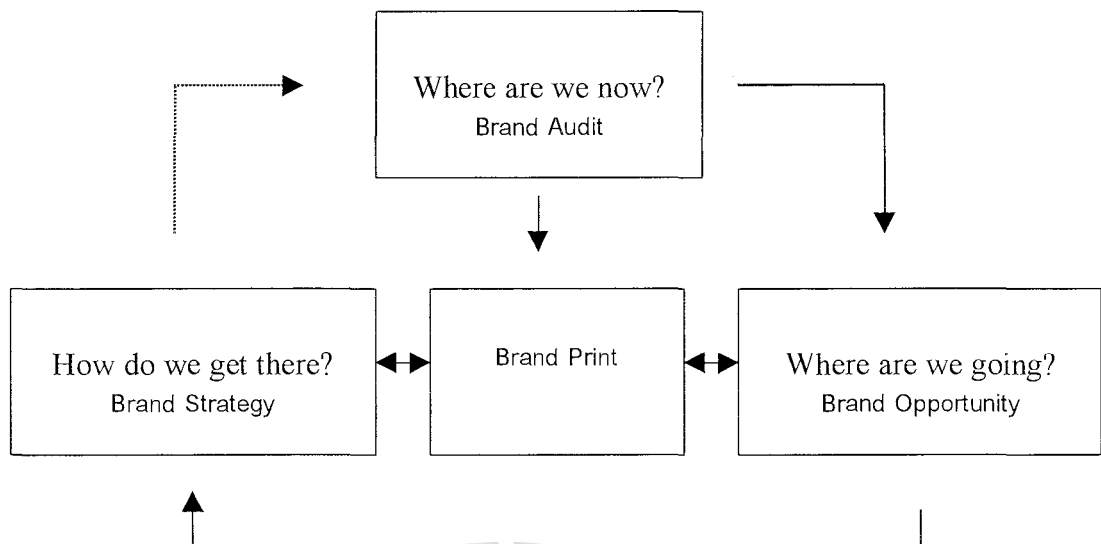


Figure 2.4. The Brand Planning Cycle.

#### (5) The Brand Check

The Brand Check is a way of making sure that every aspect of a Brand, its product performance, its physical characteristics, its packaging, all its communications, etc. reflect the nature of and remain true to the Brand/consumer relationship as articulated in the BrandPrint™. In other words, the Brand Check is simply a process of reflection, questioning and perhaps consumer research by which we can ensure that the time and effort that has gone into producing the BrandPrint™ isn't all going to waste. It's probably a good idea to conduct such a check at least once a year.

The fundamental and all encompassing nature of the Brand Check together with the potential need for remedial action, means that it must be conducted with the total involvement and commitment of the Brand's owner.

The Brand Check should ask the following questions:

- (a) Do all elements of the marketing mix reflect the BrandPrint™?  
If not, why not? What needs to be done?
- (b) Has there been any relevant change in consumer behavior or attitudes. Do these call for any revision to the BrandPrint™?
- (c) Has there been any change in the competitive context/activity that has a bearing on the BrandPrint™.
- (d) Has there been any physical change to the product or any line-extensions? What effect, if any, do these have on the consumer relationship with Brand?
- (e) Has there been any change in the commercial context i.e. in the company's structure, the company's health. Are these pertinent to the BrandPrint™? If so, how?
- (f) Has there been any change in the Brand's status, i.e. national vs. international? How do we develop the BrandPrint™ to meet new challenges?



### III. RESEARCH

#### 3.1 Methodology

For the Questionnaire, used in the Auditing process, normally we interview 30 loyal users. The Master Brand Audit then becomes the raw material for the BrandPrint™, the most important single document in the whole process of Brand Stewardship™. It is the qualitative study which is done in order to get the information in order to use as a guideline or the framework for the future activities. And the questionnaire is divided in to 4 parts:

- (a) Triggers
- (b) Emotions / Feelings
- (c) Associations / Memories
- (d) Roles / Relationships

In the first part, triggers, this part aims to check what immediately springs to their minds when they hear the brand's name and also the visual or images, the packaging and product elements, the advertising and slogan, the signs or symbol, logo, color, and other brand element. The respondents will be asked about the spontaneous thoughts about the brand, they will be asked about the first thing they think of when they hear about the brand, the picture they think of, the product and its characteristic, the packaging, the logo, the color of the product, the taste, the advertising, etc. See Appendix A.

The second part, emotions / feelings, aims at checking the feelings and emotions the consumers experience in connection with using this Brand, the effect of the brand on their feelings, the feelings toward other people who use the competitor's brand, the mood of the brand, the feeling and emotions that the brand evokes in theirs which is different from those the competitor's may evoke. The respondents will be asked about

the feelings on the product which include the brand personality and brand image. They will be asked what their reasons are for the first trial of the product and what makes them become the core users, the feeling when they consume the product, the linkage with the brand, what the product links to them, brand personality, the difference comparing with other brands, etc. See Appendix B.

The third part, associations / memories, aims at checking the personal memories or associations that the brand brings to mind and also to the others who are close to the consumers. The respondents will be asked about their good memories with the product either with they themselves or their friends or other people they know. See Appendix C.

The last part, roles / relationships, aims at checking about the benefits other than the technical function the product performs, the unique contribution, the special perspective or point of view that the brand gives them about using the category, other aspects of their own behavior or way of thinking about things reinforcing what the brands does for them. The respondents will be asked about the value added that the product offers them, what is the meaning of the product to them, the effect of the product with the category, how they react with the situation of out of stock, etc. See Appendix D.

This project is carried out by using face to face interview with 30 users, both male and female. The respondents are between 15–30 years old. They are divided as follows:

Age / Sex	Male (no.)	Female (no.)
15 – 18 years	3	3
19 – 21 years	5	5
22 – 25 years	3	3
26 – 30 years	3	3

They have to consume the product for at least 6 months and they also have to eat the product at least once a week and eat the product at least once in the past week.

### 3.2 BrandPrint™

“Taro is the leader of the fish snack, with its unique taste, which gives not only the enjoyment but also the health benefit. It is the mature friend who always give the valuable things to the others so everyone wants to be his friends.”



## IV. IMPLEMENTATION

### 4.1 Finding

It was found that “Taro”, in the perception of the consumers, means the fish snack. It is a kind of snack that is made of fish, cut into strips. It is packed in the transparent plastic bag, with white, dark-blue, red, yellow, orange color. (In fact, the original pack of Taro is white with red and dark-blue. Taro Spicy is in the yellow pack and Taro BBQ is in the orange pack. And Taro BBQ contributes about 50% of its total sales, Taro Spicy contributes about 40% and another 10% is by the Original, Tasty and Ped Jud Flavor.) Taro, for the core users, they think of it as a kind of snack that is made from fish (real fish as its ingredient) which they can eat as snack or food. They can eat Taro while they’re doing other activities such as watching TV., being in the theater.

For the packaging, the most important part is the fish (Curling fish jumps up from the sea), the dark-blue curve (which is the representative of the sea) and the Japanese-looking alphabet (English language) of “TARO”. All the graphic is printed on the transparent plastic bag. So, when we do the work of packaging change, we have to keep these important elements, no matter how others will be changed. These important elements will be the brand identity which help the consumer to recognize “TARO”

As its sales, the best seller is BBQ and Spicy which is hot and spicy taste, most of the consumers think of Taro as a snack which is hot, salty and spicy in taste, and with its chewy texture as it is made from real fish. In fact, the taste of Taro is one of the most important factors that make the product itself different from those of the competitors. See Appendix A.

For its advertising, we can divide into 3 points:

- (a) The consumers perceive the advertising of Taro as the story of the people trying every way to get Taro eg. the man chases the others in order to get Taro. There is only one pack of Taro in the supermarket and a girl asks the man to give such Taro to her.
- (b) The consumers perceive Super Taro (the longer one) as the story of a grandfather and a grandmother talking about Super Taro.
- (c) The consumers perceive the advertising, in the theater, as Taro is trying to communicate to the consumers in the theater, try not to disturb others eg. Turn off the pager and mobile phone, Don't make the baby cry in the theater, Don't talk so much in the theater.

Most of the consumers was firstly attracted to buy Taro by their friends, and TV advertising. But the most important thing that makes them become the core users or usually buy Taro, not other brand, is the taste of Taro, itself. Most of the core users stated that they like, and like very much, the taste of Taro, itself, as it is.

When they eat Taro, they feel relaxed and happy. Its chewy texture is one of the most important factors that make the people enjoy when they chew some chewy snack as cuttlefish. They can eat Taro even when they are talking with their friends or watching TV. And also with its taste, that is perceived by the consumers as the most delicious fish snack, that makes the consumers feel happy. This means that the benefit of eating Taro is the enjoyment or it is a kind of entertainment, the activities that will be done to create awareness of Taro should be in line with the entertainment theme.

When comparing Taro with its competitor, the consumers feel that when they eat Taro, they feel pride of the product together with the consumers themselves, they feel that they are in trend, not outdated, and they can get the good standard product with its



good taste. They also feel that although they are in trend, they are mature enough that they can make their own judgements about what is good and what is bad while others, although they are not totally outdated, are the children who are not mature enough to judge what is good or what is bad. They also feel that others, as they are not mature enough, will easily believe in the advertising and like the children who like to try the new thing without the reasonable judgement. See Appendix B.

Most of the people think of Taro as a Male who is a teenager (between 15-25 years old) who is polite, soft, cool, smart, courteous, well-proportioned, good looking and who is studying. Taro is also dressed in fashion. In fact, it is quite the same as what they dream of a fish snack. The majority of the consumer dream of their fish snack as being a teenager who is gentle, cool, polite, self-confident, courteous, well-proportioned, well-groomed and who is studying.

The important difference of Taro, comparing to its competitors, is the taste of the product itself. Most of the consumers think that Taro is more delicious than its competitor. More delicious in the sense that, to the consumer, Taro's taste is stronger (more salty, hotter) and it is also more chewy. (As mentioned above, chewy texture makes the people enjoy when chewing the snack.)

We also found that the consumers have many ways to eat Taro. They don't eat Taro in the form as it is. For example, they put Taro into the microwave to cook it and this makes it become crispy, others (a lot of consumers) tie Taro into a very long stripe before eating and they also share it with their friends. See Appendix C. Besides Crispy Taro and Super Taro, it can be extended into other types of eating but in line with the original product concept that is made of fish, this can be Taro in a roll that the consumer can continue eating for as long as they want. Or it can be the Crispy Taro that may have any tactic eg. Sandwich, Fish Biscuit, etc.

In their perceptions, they think of Taro not only as a general snack or food but also as:

- (a) The snack that, because it is made of fish, gives protein to them, and this protein is beneficial to their health.
- (b) Taro is also used as a tool, unintentionally, to create close relationship between people, the friends or the members of the family, when they share Taro with each other.

So that they think of Taro as their close friend who always stays by themselves and give them love and goodwill.

The core users of Taro possess much of brand loyalty, if they go to buy Taro and don't find them, they will continue finding it. They do not easily switch to other brands. See Appendix D.

#### **4.2 Recommendation**

As we found that "Taro" means the snack that is made of fish, it is very important for the future product extension, especially the new flavor, that no matter how different from the original product the new extension is, it has to maintain the fish base of raw material and also the communication execution to make the consumers feel that the new extension is still the fish snack. Another point is that the consumers like to eat Taro while they're doing other activities such as watching TV. in the theater. The new product extension, if any, should also be avoided about this. The new product should also be eaten while they can do anything else.

For the packaging, as it has been in the market for 13 years, there should also be some changed in the near future. However, we have to emphasize what the consumers think of as the identity for Taro. As we found that the consumers mention about the fish (curling fish) jumping up from the sea (which is represented by the dark-blue curve in

the packaging), and the Japanese-looking alphabet (English language) of “TARO”. We can conclude that we may change the packaging but maintain the following:

- (a) The fish (curling fish)
- (b) The sea (dark-blue curve)
- (c) The Japanese-looking “Taro”

For the taste of Taro, the consumers think of it as the hot, salty and spicy taste with the chewy texture as it is made of real fish. So, the direction for the taste of the new direction should be kept strictly, as the taste of Taro itself is one of the most important factors that makes the product different from the competitors.

For the TV Advertising, it is divided into 3 types:

- (a) For thematic advertising, for Taro as a corporate, it was perceived as the story of the people trying every way to get Taro for example, chasing to get protein from Taro, a girl asking for the only one pack of Taro which is left in the supermarket. In fact, Taro also launches other execution of TV Advertising, however, the consumers can't remember them, this can prove that such execution doesn't work. And it may be more effective if we continue using the story of people trying to get Taro as our direction for execution of the new TV advertising in the future.
- (b) TV Advertising for Super Taro, as there is only a story that is launched, it is easier to try to keep the direction of the execution. We found that the consumers think of it as the story of the grandfather and grandmother talking about Super Taro. So the new version of TV advertising for Super Taro has to maintain such direction of the execution.
- (c) Cinema advertising for Taro, as the corporate, in fact, Taro has launched 3 series. The first one is to tell the consumers to turn off the

electronic devices not to disturb the others. The second is talking about how to prepare themselves before going into the theater. The third one is something like the first one which is trying to tell the consumers not to disturb the others in the theater. We found that they only remember the execution like the first and the third one, which try to tell or educate the consumers about not disturbing others in the theater. So we have to keep this direction of the execution strictly.

Since most of the consumers tried Taro for the first time because of the TV Advertising and also from their friends, so it is very important that we need to invest money on TV Advertising to create trial. Most of the consumers, after the first trial, become the core users because of its taste. This means that the taste of Taro is good in the eyes of the consumers so it's very important to maintain the standard of the taste strictly so that the consumers will not switch to other brands.

The consumers like to eat Taro, which makes them feel relaxed and happy, while they're doing other activities, eg. Talking with friends or watching TV because Taro offers the chewy taste which makes the people enjoy it when they chew some chewy snack such as cuttlefish. So it's also very important to maintain the level of the chewy taste not to be little or too much because it has some effects on the consumers' feelings.

The consumers feel that when they eat Taro, they feel that they are proud of themselves, in trend, not outdated, and they get the good quality snack. They also feel that although they are in trend they are mature enough, while others are not mature enough. This is because Taro exists in the market first and for a long times that help to create the feeling that we are the leader. And also the communication execution that we try to make the consumers feel that we're mature. One important thing is that in the snack industry, a lot of snack put the premium such as sticker in the pack, this makes

the consumers feel that they're for children which will hurt Taro's image since Taro represents maturity.

We should also not launch the campaign that hurt the existing perception of the consumers to Taro, except that we have the strategic direction to change the image of Taro. Now they perceived Taro as the teenager (between 15-25 years old) who is polite, gentle, cool, smart, courteous, well-proportioned, good looking and studious. But one thing is that some of the consumers think that Taro is in the old dress. This may be true since Taro has been in the market for more than 13 years without any change of the packaging. So, we need to change (minor) the packaging to make it more up to date. But the key point is to maintain the identity of Taro.

We also found some opportunities in extending the market (but not the key opportunity, only as a tactic), a lot of consumers don't eat Taro immediately when they open the pack but cook it in the microwave. By this method, it will become crispy, and we've already responding to this sign by launching Crispy Taro, which comes from the concept that people like to put Taro into the microwave before eating to make it crunchy. The other thing is that they like to tie Taro into a very long stripe before eating which we've already launched Super Taro, one foot long Taro with which everything is still the same, the only difference is that Super Taro is longer (equal to 3 pieces of Taro). And we also have the opportunity to develop the new Taro in the form that makes the people enjoy it more when eating it.

As stated that Taro is maturity, they also perceive Taro as the only snack that offers protein, from real fish. No other snack possesses this benefit. We can see that protein is the very strong point of benefit for Taro, so it is very good to maintain this benefit and at the same time we have to explore the use of such protein to expand the market.



And Taro not only offers the benefit of the relaxation, it is also used as a tool to create a close relationship between the people, the friends or the members of the family, when they share Taro with each other.





## APPENDIX A.

Triggers

- (a) When you hear about “TARO”, what is the first thing you think about?
- (1) Fish Snack, Ultraman, Q-Taro, Cartoon. (Male/Student/18y.)
  - (2) Fish Snack. (Male/Student/18y.)
  - (3) Fish Snack. (Male/Student/16y.)
  - (4) Fish. (Female/Student/18y.)
  - (5) Fish Snack. (Female/Student/18y.)
  - (6) Fish Snack. (Female/Student/18y.)
  - (7) Fish. It is more delicious than Fisho. (Male/ State Enterprise’s staff/21y.)
  - (8) Fish Snack, Ultra-man. (Male/Student/19y.)
  - (9) Fish. (Male/Student/19y.)
  - (10) Fish snack, Ultra-man. (Male/Student/19y.)
  - (11) Fish snack. (Male/Student/19y.)
  - (12) Fish snack. (Male/Student/19y.)
  - (13) Fish snack with many flavor, cut into stripe. (Female/Student/19y.)
  - (14) Fish. (Female/Student/21y.)
  - (15) Fish snack. (Female/Student/19y.)
  - (16) Fish. (Female/Student/19y.)
  - (17) Snack that is cut into stripe. (Female/Programmer/21y.)
  - (18) Fish snack. (Female/Accountant/21y.)
  - (19) Fish snack. (Male/Student/23y.)
  - (20) Snack. (Male/Private company’s staff/24y.)
  - (21) Snack, Ultraman. (Male/Private company’s staff/23y.)
  - (22) Fish snack, Japanese cartoon. (Female/Private company’s staff/23y.)

- (23) Stripe snack. (Female/Private company's staff/23y.)
- (24) Fish snack. (Female/Private company's staff/22y.)
- (25) Fish snack. (Male/ Private company's staff/26y.)
- (26) Fish snack. (Male/Own business/27y.)
- (27) Fish snack, Taro. (Male/Private company's/27y.)
- (28) Fish snack, with the flat surface, long. (Female/ Private company's/26y.)
- (29) Fish snack.
- (30) Fish snack.
- (b) What do you imagine about it?
  - (1) Fish, Ultraman, Ghost. (Male/Student/18y.)
  - (2) Fish snack in its bag. (Male/Student/18y.)
  - (3) Fish. (Male/Student/16y.)
  - (4) Ruler. (Female/Student/18y.)
  - (5) The fish snack's bag. (Female/Student/18y.)
  - (6) Taro's pack. (Female/Student/18y.)
  - (7) Dry fish snack. (Male/ State Enterprise's staff/21y.)
  - (8) Fish, Ultra-man. (Male/Student/19y.)
  - (9) Fish. (Male/Student/19y.)
  - (10) Stripe fish. (Male/Student/19y.)
  - (11) Fish. (Male/Student/19y.)
  - (12) Fish, curve. (Male/Student/19y.)
  - (13) The children are eating the chewing Taro. (Female/Student/19y.)
  - (14) The large sea with a lot of water. (Female/Student/21y.)
  - (15) Fish, snack. (Female/Student/19y.)
  - (16) Taro which is cooked in the microwave. (Female/Student/19y.)

- (17) Stripe snack. (Female/Programmer/21y.)
  - (18) Taro fish snack. (Female/Accountant/21y.)
  - (19) Fish snack. (Male/Student/23y.)
  - (20) Fish. (Male/Private company's staff/24y.)
  - (21) Stripe snack and cinema advertising. (Male/Private company's staff/23y.)
  - (22) Greedy cat. (Female/Private company's staff/23y.)
  - (23) Taro fish snack, in stripe, eatable. (Female/Private company's staff/23y.)
  - (24) Fish, Taro's pack. (Female/Private company's staff/22y.)
  - (25) Fish which is cut in stripe. (Male/ Private company's staff/26y.)
  - (26) Fish snack, Japanese cartoon. (Male/Own business/27y.)
  - (27) Taro TV advertising. (Male/Private company's/27y.)
  - (28) Taro fish snack, which is white and long. (Female/ Private company's/26y.)
  - (29) Japanese looked fish. (Female/ Private company's/27y.)
  - (30) Fish. (Female/student/27y.)
- (c) What product do you think of, and what does it look like?
- (1) Fish Snack, made of fish, cut in piece/stripe. (Male/Student/18y.)
  - (2) Crispy fish snack in piece. (Male/Student/18y.)
  - (3) Fish Snack in the long stripe. (Male/Student/16y.)
  - (4) Fish Snack, cut in to stripe, in the plastic bag. (Female/Student/18y.)
  - (5) Taro fish snack which is flatten and long stripe. (Female/Student/18y.)
  - (6) Taro fish snack which is made of fish. (Female/Student/18y.)
  - (7) Fish snack in stripe, with its rough surface. (Male/State Enterprise's staff/21y.)
  - (8) Fish snack in brown stripe. (Male/Student/19y.)
  - (9) Fish snack, sticky, chewy stripe.(Male/Student/19y.)



- (10) Fish snack in the form of strip. (Male/Student/19y.)
- (11) The food in form of strip. (Male/Student/19y.)
- (12) Snack which is made of fish, cut into strip. (Male/Student/19y.)
- (13) Fish snack which is cut into stripe, its color is orange.  
(Female/Student/19y.)
- (14) Fish snack, Taro. (Female/Student/21y.)
- (15) Snack that is made of fish, cut into strip. (Female/Student/19y.)
- (16) Taro fish snack, which is cut into strip. (Female/Student/19y.)
- (17) Taro fish snack, in the form of strip. (Female/Programmer/21y.)
- (18) Fish snack which is strip. (Female/Accountant/21y.)
- (19) Taro fish snack, which is chewy, mellow and strong taste.  
(Male/Student/23y.)
- (20) Taro fish snack, in stripe made of fish. (Male/Private company's staff/24y.)
- (21) Fish snack in white stripe with the good taste. (Male/Private company's staff/23y.)
- (22) Taro , Bento fish snack, in stripe, dried cuttle fish. (Female/Private company's staff/23y.)
- (23) Taro fish snack, in stripe, eatable. (Female/Private company's staff/23y.)
- (24) Fish snack in it's pack. .(Female/Private company's staff/22y.)
- (25) Taro fish snack, with the good stripe shape. (Male/ Private company's staff/26y.)
- (26) Taro Ped Jud in the long stripe. (Male/Own business/27y.)
- (27) Brown fish snack, with rough surface, long shape. (Male/Private company's/27y.)

- (28) Taro fish snack in long strip, white and chewy. (Female/ Private company's/26y.)
- (29) Taro fish snack which is chewy. (Female/ Private company's/27y.)
- (30) Taro fish snack, yellow stripe, chewy. (Female/student/27y.)
- (d) Please describe its packaging?
- (1) Transparent plastic bag with orange and yellow color. (Male/Student/18y.)
- (2) It is in the square bag with the red color. (Male/Student/18y.)
- (3) It is in the yellow bag with the picture of fish. (Male/Student/16y.)
- (4) Transparent plastic bag with red and blue. (Female/Student/18y.)
- (5) Transparent plastic bag with red and Yellow. Fish jumping from the water and the table line on the packaging. (Female/Student/18y.)
- (6) Transparent plastic bag with yellow and orange. (Female/Student/18y.)
- (7) Square plastic bag and long plastic bag with orange and yellow. (Male/State Enterprise's staff/21y.)
- (8) Yellow plastic bag. (Male/Student/19y.)
- (9) Yellow bag. (Male/Student/19y.)
- (10) In the red bag. (Male/Student/19y.)
- (11) In the yellow pack. (Male/Student/19y.)
- (12) Transparent plastic bag with the color of white, black, dark blue, orange and yellow. (Male/Student/19y.)
- (13) Orange, white, yellow, in transparent plastic bag that make us see the product. (Female/Student/19y.)
- (14) Blue, dark blue packaging. (Female/Student/21y.)
- (15) Transparent bag with orange, yellow, white and violet. (Female/Student/19y.)

- (16) Transparent bag with orange, white and yellow. (Female/Student/19y.)
  - (17) Big bag which is orange and yellow. (Female/Programmer/21y.)
  - (18) In bag with dark blue, red and yellow. (Female/Accountant/21y.)
  - (19) Bright color in the transparent plastic bag. (Male/Student/23y.)
  - (20) (Male/Private company's staff/24y.)
  - (21) Yellow, transparent pack, with dark blue. (Male/Private company's staff/23y.)
  - (22) Red and yellow pack, long pack. (Female/Private company's staff/23y.)
  - (23) Transparent plastic, many colors as white, yellow, dark blue. (Female/Private company's staff/23y.)
  - (24) Transparent pack, with orange and yellow. (Female/Private company's staff/22y.)
  - (25) What is the form of bag and easy to carry, beautiful color, orange, yellow. (Male/ Private company's staff/26y.)
  - (26) Fish jumping from the curve on its pack, red, yellow, dark blue color. (Male/Own business/27y.)
  - (27) Transparent plastic bag, red, yellow. (Male/Private company's/27y.)
  - (28) Transparent with dark blue, red with the picture. (Female/ Private company's/26y.)
  - (29) Transparent plastic bag with yellow and orange. (Female/ Private company's/27y.)
  - (30) Transparent plastic bag with the fish, yellow. (Female/student/27y.)
- (e) What sign or logo do you think of?
- (1) Fish with the water. (Male/Student/18y.)
  - (2) Fish with the "TARO" alphabet. (Male/Student/18y.)

- (3) Fish with the “TARO” English alphabet. (Male/Student/16y.)
- (4) Sea fish on the curve. (Female/Student/18y.)
- (5) Fish jumping from the water and the table line on the packaging.  
(Female/Student/18y.)
- (6) Fish on its packaging. (Female/Student/18y.)
- (7) Fish which is flying. (Male/State Enterprise’s staff/21y.)
- (8) Fish and Japanese alphabet. (Male/Student/19y.)
- (9) Jumping fish. (Male/Student/19y.)
- (10) Japanese language on its packaging. (Male/Student/19y.)
- (11) The jumping fish. (Male/Student/19y.)
- (12) Fish and curve. (Male/Student/19y.)
- (13) The swimming fish with the Japanese-like alphabet. (Female/Student/19y.)
- (14) Swimming fish in the Water. (Female/Student/21y.)
- (15) Fish on the packaging. (Female/Student/19y.)
- (16) Jumping fish. (Female/Student/19y.)
- (17) Fish which curl up. (Female/Programmer/21y.)
- (18) Fish which curl its tail. (Female/Accountant/21y.)
- (19) The fish jump from the water. (Male/Student/23y.)
- (20) Fish on the wave. (Male/Private company’s staff/24y.)
- (21) Fish on the curve. (Male/Private company’s staff/23y.)
- (22) Fish swim in the transparent pack, red and yellow color. (Female/Private  
company’s staff/23y.)
- (23) Fish on the curve with the Japanese like alphabets. (Female/Private  
company’s staff/23y.)
- (24) Fish and non-Thai alphabets. (Female/Private company’s staff/22y.)

- (25) Jumping fish and the curve. (Male/ Private company's staff/26y.)
- (26) Jumping fish. (Male/Own business/27y.)
- (27) Fish which curl its tail. (Male/Private company's/27y.)
- (28) Fish, Taro alphabet. (Female/ Private company's/26y.)
- (29) Fish in the moving action. (Female/ Private company's/27y.)
- (30) Fish according to the horizontal of the pack. (Female/student/27y.)
- (f) What color do you think of? And in your idea, which color is the representative of "TARO"?
- (1) Orange. The orange color is the representative. (Male/Student/18y.)
- (2) Red, violet, blue and yellow. Yellow is the representative. (Male/Student/18y.)
- (3) Yellow. The representatives are yellow and red. (Male/Student/16y.)
- (4) Red, Blue. The representative is blue. (Female/Student/18y.)
- (5) Red, yellow and blue. The representative is red. Fish jumping from the water and the table line on the packaging. (Female/Student/18y.)
- (6) Dark blue, yellow and orange. Dark blue is its representative. (Female/Student/18y.)
- (7) Black, yellow, orange, white. The black and white from the fish is the representative. (Male/State Enterprise's staff/21y.)
- (8) Yellow. Dark blue is the representative. (Male/Student/19y.)
- (9) Yellow. White is its representative. (Male/Student/19y.)
- (10) Red, dark blue. Dark blue is its representative. (Male/Student/19y.)
- (11) Dark blue. Red is its representative. (Male/Student/19y.)
- (12) Yellow, orange, dark blue, red. Orange and yellow is the representative. (Male/Student/19y.)

- (13) Orange. Orange is the representative. (Female/Student/19y.)
- (14) Yellow, blue, white. Yellow is the representative. (Female/Student/21y.)
- (15) Orange, yellow. Orange is the representative. (Female/Student/19y.)
- (16) Orange, white, yellow. Orange is the representative. (Female/Student/19y.)
- (17) Orange and yellow. Orange is the representative. (Female/Programmer/21y.)
- (18) Yellow, dark blue, red. Yellow is the representative.  
(Female/Accountant/21y.)
- (19) Orange, yellow, white. Orange is the representative. (Male/Student/23y.)
- (20) White, yellow, orange. Yellow is the representative. (Male/Private company's staff/24y.)
- (21) Dark blue, yellow. Dark blue is the representative. (Male/Private company's staff/23y.)
- (22) Red, yellow. Red is the representative. (Female/Private company's staff/23y.)
- (23) Yellow, white, orange. Orange is the representative. (Female/Private company's staff/23y.)
- (24) Yellow, orange. Orange is the representative. (Female/Private company's staff/22y.)
- (25) Orange, yellow. Yellow is the representative. (Male/ Private company's staff/26y.)
- (26) Yellow, red. Red is the representative. (Male/Own business/27y.)
- (27) Brown, yellow, red. Yellow is the representative. (Male/Private company's/27y.)
- (28) White, dark blue, red. Dark blue and red is the representative. (Female/Private company's/26y.)



- (29) Orange, yellow. Yellow is the representative. (Female/ Private company's/27y.)
- (30) White, yellow. Yellow is the representative. (Female/student/27y.)
- (g) When you think of "TARO", what kind of taste do you think it is?
- (1) Spicy (hot) in the form of stripe and a little bit sticky. (Male/Student/18y.)
  - (2) A little bit hot with salty, enjoy when chewing. (Male/Student/18y.)
  - (3) BBQ taste with hot and salty. (Male/Student/16y.)
  - (4) Salty and hot. (Female/Student/18y.)
  - (5) A little bit hot and sticky when chewing. Fish jumping from the water and the table line on the packaging. (Female/Student/18y.)
  - (6) Dry fish with hot and salty taste. (Female/Student/18y.)
  - (7) BBQ taste which is not so hot. (Male/State Enterprise's staff/21y.)
  - (8) Hot and sticky, chewy. (Male/Student/19y.)
  - (9) Salty, hot, chewy. (Male/Student/19y.)
  - (10) Taste like pizza, with nice aroma, hot and salty. (Male/Student/19y.)
  - (11) Hot, salty, chewy and dry. (Male/Student/19y.)
  - (12) Sticky, chewy with the fish aroma. (Male/Student/19y.)
  - (13) Salty, and a little bit of hot. (Female/Student/19y.)
  - (14) A little bit sweet, salty, hot. (Female/Student/21y.)
  - (15) Hot, long stripe which is chewy. (Female/Student/19y.)
  - (16) A little bit hot and salty. (Female/Student/19y.)
  - (17) A little bit hot, chewy. (Female/Programmer/21y.)
  - (18) A little bit hot, like BBQ. (Female/Accountant/21y.)
  - (19) A little bit salty, chewy. (Male/Student/23y.)

- (20) The taste of the fish, fishy, a little bit hot. (Male/Private company's staff/24y.)
- (21) A little bit salty, and hot at the end. (Male/Private company's staff/23y.)
- (22) Salty, starch which help to fill the stomach. (Female/Private company's staff/23y.)
- (23) A little bit hot and salty. (Female/Private company's staff/23y.)
- (24) Salty, with the fish aroma, delicious. (Female/Private company's staff/22y.)
- (25) Salty, a little bit hot. (Male/ Private company's staff/26y.)
- (26) Very hot, that is Ped Jud Flavor. And the Japanese sauce. (Male/Own business/27y.)
- (27) Hot, a little bit sweet, chewy. (Male/Private company's/27y.)
- (28) Salty, chewy. (Female/ Private company's/26y.)
- (29) Salty, chewy which makes it delicious. (Female/ Private company's/27y.)
- (30) BBQ taste, with a little bit hot and Japanese sauce aroma. (Female/student/27y.)
- (h) Can you describe any part of the advertising of "TARO" that you can remember?
- (1) I can't remember. (Male/Student/18y.)
- (2) Yes, there is the mobile ringing, the baby is crying, the people are talking and the copy "let's eat Taro". (Male/Student/18y.)
- (3) Yes, there is the people buying Taro in the supermarket. (Male/Student/16y.)
- (4) Yes, there are people chasing the others to give Taro to him. (Female/Student/18y.)

- (5) Yes, in the theater, telling consumer to turn off the mobile phone. Fish jumping from the water and the table line on the packaging. (Female/Student/18y.)
- (6) Yes, there are the grandfather and the grandmother sitting and talking each other, they are also eating Taro. (Female/Student/18y.)
- (7) Yes, it talks about protein from fish. (Male/State Enterprise's staff/21y.)
- (8) Yes, the grandmother eats Taro, the longer strip. (Male/Student/19y.)
- (9) Yes, it tells us to turn off the mobile phone in the theater. (Male/Student/19y.)
- (10) Yes, a man runs and chases others then he brings them Taro. (Male/Student/19y.)
- (11) Yes, grandfather and grandmother are talking about Taro. (Male/Student/19y.)
- (12) Yes, there is a girl on the raft with the soundtrack from Jaws. (Male/Student/19y.)
- (13) Yes, the cinema advertising, which is a cartoon, there is a man chewing Taro while watching the movie. (Female/Student/19y.)
- (14) Yes, there is a boy giving Taro to his cat. (Female/Student/21y.)
- (15) Yes, there are the people running after the others and at the end, they bring out Taro. (Female/Student/19y.)
- (16) Yes, a man chases after a girl and the girl asks "what do you want?" and the man tells her that he wants protein. (Female/Student/19y.)
- (17) Yes, there is the packaging of Taro which is very long. (Female/Programmer/21y.)
- (18) Yes, there is a crying baby in the cartoon. (Female/Accountant/21y.)

- (19) Yes, there is a man who is hungry and someone tells him to eat Taro.  
(Male/Student/23y.)
- (20) Yes, there is a man eating Taro and there is also a long Taro pack with the ruler by the side. (Male/Private company's staff/24y.)
- (21) Yes, the people are catching the fish with the end scene of Taro. There is the picture of a crying baby which is a cinema advertising. (Male/Private company's staff/23y.)
- (22) Yes, grandfather and grandmother sit and talk together then grandmother lifts the chair. (Female/Private company's staff/23y.)
- (23) Yes, there are the people in the supermarket and there is only one pack of Taro left. (Female/Private company's staff/23y.)
- (24) Yes, there is a man in the supermarket with the last pack of Taro and there is a girl asking him for Taro. (Female/Private company's staff/22y.)
- (25) Yes, turn off pager in the theater. (Male/ Private company's staff/26y.)
- (26) Yes, the longer one of Taro. (Male/Own business/27y.)
- (27) Yes, a grandmother eats Taro then she has more energy. (Male/Private company's/27y.)
- (28) I can't remember. (Female/ Private company's/26y.)
- (29) Yes, grandmother eats Taro and grandfather sit by her side. (Female/ Private company's/27y.)
- (30) Yes, there is the picture of a mobile phone, a crying baby, and someone letting them eat Taro. (Female/student/27y.)
- (i) From all of your answers, can you conclude what "TARO" is in your own idea?
- (1) Taro is a fish snack with its great taste. (Male/Student/18y.)

- (2) It is a kind of food made of fish cut in the form of strips, it can be a snack or the food to fill our stomach. (Male/Student/18y.)
- (3) It is the yellow fish snack with the salty and hot taste. (Male/Student/16y.)
- (4) It is the snack that we can either eat as a snack or as a food. (Female/Student/18y.)
- (5) It is in the form of sticky strip with hot taste (delicious) in a plastic bag. Fish jumping from the water and the line like a table on the packaging. (Female/Student/18y.)
- (6) It is a fish snack with deliciousness and strong taste. (Female/Student/18y.)
- (7) It is delicious food, with a fish on its attractive packaging. (Male/State Enterprise's staff/21y.)
- (8) It is the first brand for fish snack and it is more delicious than the others. (Male/Student/19y.)
- (9) It is the fish snack that is best suitable to eat in the free time. (Male/Student/19y.)
- (10) It is a snack made from sea food. (Male/Student/19y.)
- (11) It is a snack made of fish. (Male/Student/19y.)
- (12) Strip snack which is made of fish. (Male/Student/19y.)
- (13) It is a snack with nutritional value and delicious. (Female/Student/19y.)
- (14) It is a snack with many flavors. (Female/Student/21y.)
- (15) It is a kind of snack. (Female/Student/19y.)
- (16) It is a snack that is most suitable in the theater because it make us enjoy it. (Female/Student/19y.)
- (17) It is a kind of fish snack which is long stripe, chewy and doesn't make my hand dirty when eating, delicious. (Female/Programmer/21y.)

- (18) It is a kind of stripe product that is made of fish.(Female/Accountant/21y.)
- (19) Fish snack with a stronger taste. (Male/Student/23y.)
- (20) It is the snack that everybody can eat, and we can also bring Taro with us to anywhere. (Male/Private company's staff/24y.)
- (21) It is the snack which is made of fish, cut into stripe, with many flavors. (Male/Private company's staff/23y.)
- (22) It is the snack for watching the movie, filling the stomach. (Female/Private company's staff/23y.)
- (23) It is the snack for eating while having other activities eg. Playing cards or watching TV. (Female/Private company's staff/23y.)
- (24) Fish snack which offers the best taste, delicious, for teenagers. (Female/Private company's staff/22y.)
- (25) Fish snack which is made of fish. (Male/ Private company's staff/26y.)
- (26) Stripe fish snack, tastes good, delicious. (Male/Own business/27y.)
- (27) Japanese snack. (Male/Private company's/27y.)
- (28) Snack for free time when we have nothing to do, it helps us to relax. (Female/ Private company's/26y.)
- (29) Snack which is made of fish, delicious, chewy. (Female/ Private company's/27y.)
- (30) Fish snack which offers the best taste among fish snacks. (Female/student/27y.)





## APPENDIX B.

### Emotions / Feelings

- (a) What is the main factor that motivate you to eat “TARO” for the first time, and what makes you always eat it?
- (1) The first time is attracted by its advertising. Then seeing Taro on the shelf and it represents the good taste so I continue to buy it more often.  
(Male/Student/18y.)
- (2) At first, I want to try then I was attracted by its good taste so I often buy it.  
(Male/Student/18y.)
- (3) I saw the TV Advertising then I try. And it has a good taste so I always buy it. (Male/Student/16y.)
- (4) I was attracted by its packaging. Then I feel its good taste so I always buy it.  
(Female/Student/18y.)
- (5) I wanted to try. Then it's deliciousness, with spicy taste which, makes me always buy it. I don't feel bored anymore. (Female/Student/18y.)
- (6) Bought Taro after seeing the TV. Advertising. It is very delicious so I always buy it. (Female/Student/18y.)
- (7) I was attracted by TV. Advertising then I feel its great taste so I began to buy it continuously. (Male/State Enterprise's staff/21y.)
- (8) I saw others eating Taro so I tried. And it is delicious so I always buy it.  
(Male/Student/19y.)
- (9) I wanted to try. And its delicious taste makes me usually buy it.  
(Male/Student/19y.)
- (10) I want to buy some snacks, so I tried Taro. And I feel its delicious taste so I usually buy it. (Male/Student/19y.)

- (11) I saw it in the supermarket, so I tried it and felt that it was delicious so I usually bought it. (Male/Student/19y.)
- (12) I saw others eating Taro, so I tried. And it does not make my hand dirty so I love it. (Male/Student/19y.)
- (13) My brother gave it to me and I feel its delicious taste which no other brand offered. (Female/Student/19y.)
- (14) Walking in the supermarket and seeing it on the shelf so I bought it, it made me amused so I liked it. (Female/Student/21y.)
- (15) My friend told me that it was delicious so I tried. It is very delicious so I love it. (Female/Student/19y.)
- (16) My friends ate Taro so I joined them. Because of its great taste, I loved it. (Female/Student/19y.)
- (17) My father and mother bought me Taro, and when eating it didn't make my hand dirty, so I usually buy it. (Female/Programmer/21y.)
- (18) I was attracted by TV advertising. I usually buy it because of its delicious taste. (Female/Accountant/21y.)
- (19) I saw TV advertising so I bought Taro. And its taste makes me usually buys it. (Male/Student/23y.)
- (20) It was the first brand for fish snack so I tried. And its taste makes me love it. (Male/Private company's staff/24y.)
- (21) I ate with my friends. And I feel that it is of more benefit than any other snack so I usually buy it. (Male/Private company's staff/23y.)
- (22) Going to the cinema, I got a free sample. My friends usually buy it so I eat with them. (Female/Private company's staff/23y.)

- (23) I saw it on the shelf, the brand is very familiar to me so I tried. Then I usually buy it because it is delicious. (Female/Private company's staff/23y.)
- (24) My sister bought it for me. Then I usually buy it because of its good taste. . (Female/Private company's staff/22y.)
- (25) My friends bought it for me. I was attracted by its taste and it is not expensive so I usually buy it. (Male/ Private company's staff/26y.)
- (26) I saw it in the supermarket, so I tried. I usually buy it because it is more delicious than other brands. (Male/Own business/27y.)
- (27) It was snack made of fish so I wanted to try. It is delicious so I usually buy it. (Male/Private company's/27y.)
- (28) I saw it on the shelf so I tried. I usually buy it because it doesn't make me fat. (Female/ Private company's/26y.)
- (29) I saw the TV advertising so I tried. I usually buy it because of its delicious taste. (Female/ Private company's/27y.)
- (30) I was attracted by TV advertising then I feel its great taste so I usually buy it. (Female/student/27y.)
- (b) What do you feel (your emotion), when you eat "TARO"?
- (1) Enjoy eating it and I also tie it to make it longer. (Male/Student/18y.)
- (2) I enjoy it when eating Taro. (Male/Student/18y.)
- (3) It didn't make me bored. I enjoy it every time. It's better than doing nothing. (Male/Student/16y.)
- (4) When I was with my friends, I liked to eat and share with my friends, it made us enjoy ourselves. (Female/Student/18y.)
- (5) I enjoyed eating it and don't want to stop eating. (Female/Student/18y.)

- (6) I was in a happy mood, enjoyed eating and had a good time.  
(Female/Student/18y.)
- (7) Amusing, relaxed and happy. (Male/State Enterprise's staff/21y.)
- (8) Enjoy eating because no other snacks could offer value like Taro.  
(Male/Student/19y.)
- (9) I feel relaxed and happy. (Male/Student/19y.)
- (10) The new Ped Jud's taste was not so good but the others were good, it made me enjoy it whenever I ate. (Male/Student/19y.)
- (11) Amusing, enjoying and relaxing when chewing Taro. (Male/Student/19y.)
- (12) I could chew it for a long time, didn't get bored, but enjoyed.  
(Male/Student/19y.)
- (13) It made me not want to stop eating, laughing and enjoying.  
(Female/Student/19y.)
- (14) I was in a good mood. It tastes delicious. I feel relaxed and happy.  
(Female/Student/21y.)
- (15) It made me amused when I chewed it. (Female/Student/19y.)
- (16) It made me enjoy it, relaxed and happy. And it also filled my stomach.  
(Female/Student/19y.)
- (17) Enjoy when eating and it made me feel that I ate up very quickly, laughing.  
(Female/Programmer/21y.)
- (18) Delicious, enjoyable, relaxed and happy, laughing.  
(Female/Accountant/21y.)
- (19) Delicious, enjoy, I wanted to continue eating. (Male/Student/23y.)
- (20) Enjoyable, relaxed and happy, reduced the work pressure. (Male/Private company's staff/24y.)

- (21) Eating Taro made me enjoy eating. (Male/Private company's staff/23y.)
- (22) Felt good, especially when my friends passed it to me. (Female/Private company's staff/23y.)
- (23) It was chewy which made me relaxed. (Female/Private company's staff/23y.)
- (24) It was chewy and made me want to continue eating. (Female/Private company's staff/22y.)
- (25) I was in a good mood, relaxed and happy. (Male/ Private company's staff/26y.)
- (26) Relaxed, happy and enjoyable. (Male/Own business/27y.)
- (27) Helped me to reduce pressure. (Male/Private company's/27y.)
- (28) It was chewy and made me relaxed. (Female/ Private company's/26y.)
- (29) It was chewy, relaxing and I could eat it when staying with my friend. It made us laughing. (Female/ Private company's/27y.)
- (30) I could continue to eat Taro because I didn't feel bored any more. (Female/student/27y.)
- (c) When you eat "TARO", what kind of person / group of people do you think you are or belong to?
- (1) I feel that I'm what I'm, I don't copy from anyone else. I feel like I'm in my own world. (Male/Student/18y.)
- (2) I'm the one who chooses the better product and I get the most benefit from the product. (Male/Student/18y.)
- (3) I'm in trend not like an outdated guy. (Male/Student/16y.)
- (4) I'm laughing, enjoying. (Female/Student/18y.)



- (5) I'm joyful but sometimes my mouth is tied, because of its sticky texture.  
(Female/Student/18y.)
- (6) I'm in fashion, joyful, bright and clear. (Female/Student/18y.)
- (7) I'm simple and have an easy life but enjoy myself and laughing. (Male/State Enterprise's staff/21y.)
- (8) I'm modern and I feel that I make decision for myself. (Male/Student/19y.)
- (9) I'm cool, mature. (Male/Student/19y.)
- (10) I feel like a child, and joyful. (Male/Student/19y.)
- (11) I'm fresh and joyful. (Male/Student/19y.)
- (12) I'm gentle, polite, in fashion. (Male/Student/19y.)
- (13) I feel like I'm still young and modern. (Female/Student/19y.)
- (14) I'm simple, easy but fresh and joyful. (Female/Student/21y.)
- (15) I'm funny, joyful, creative and innovative. (Female/Student/19y.)
- (16) I'm simple and safe, don't like the to waste money on expensive things.  
(Female/Student/19y.)
- (17) Not outdated but not so trendy, fresh and joyful but serious at work.  
(Female/Programmer/21y.)
- (18) I'm modern, fresh and joyful, in good mood. (Female/Accountant/21y.)
- (19) Modern, joyful, good looking. (Male/Student/23y.)
- (20) I'm in a good mood, cool, modern. (Male/Private company's staff/24y.)
- (21) I'm a teenager who chooses the best product. (Male/Private company's staff/23y.)
- (22) I'm in a good mood, a little bit outdated. (Female/Private company's staff/23y.)
- (23) Modern, up to date, not outdated. (Female/Private company's staff/23y.)

- (24) I'm fresh, joyful, laughing. (Female/Private company's staff/22y.)
- (25) I'm the one who is in trend, laughing, joyful. (Male/Private company's staff/26y.)
- (26) I'm joyful, laughing, in fashion. (Male/Own business/27y.)
- (27) I'm updated, in a good mood. (Male/Private company's/27y.)
- (28) I'm social, accepted, friends like to talk with me. (Female/Private company's/26y.)
- (29) I'm in trend because other teenagers also eat Taro. (Female/Private company's/27y.)
- (30) I'm in fashion like other teenagers. (Female/student/27y.)
- (d) How are you different from other people who eat other fish snack (not "TARO")? And what kind of people are they?
- (1) I feel that I choose to eat the good quality and high standard snack. (Male/Student/18y.)
- (2) I feel that I'm better than the others. (Male/Student/18y.)
- (3) I'm in fashion, not outdated. (Male/Student/16y.)
- (4) I'm fashionable, good-looking, smart. (Female/Student/18y.)
- (5) I eat the more delicious snack than others. (Female/Student/18y.)
- (6) I feel that I have more delicious snack than others. (Female/Student/18y.)
- (7) I'm serious, not let life pass day by day. (Male/State Enterprise's staff/21y.)
- (8) I eat the snack that offers health benefit to me. (Male/Student/19y.)
- (9) Others are like children, they're not mature. (Male/Student/19y.)
- (10) I eat the snack that is more delicious. (Male/Student/19y.)
- (11) They look like children. (Male/Student/19y.)
- (12) I eat the delicious and high standard snack. (Male/Student/19y.)

- (13) I can eat the snack that is more delicious and others are outdated.  
(Female/Student/19y.)
- (14) Others have different taste, they don't emphasize on choosing snack.  
(Female/Student/21y.)
- (15) Others are serious, they take everything seriously, not funny.  
(Female/Student/19y.)
- (16) Others don't know how to choose the best, they all eat the non-benefit snack. (Female/Student/19y.)
- (17) I think that I'm more mature, others are like children.  
(Female/Programmer/21y.)
- (18) Outdated, I wonder why they don't eat Taro, may be they've never tried it.  
(Female/Accountant/21y.)
- (19) I know how to choose, especially the good product which is delicious.  
(Male/Student/23y.)
- (20) I'm better than others who don't eat Taro. (Male/Private company's staff/24y.)
- (21) I'm the one who won't easily change to other brands while others are the ones who like to try new things. (Male/Private company's staff/23y.)
- (22) Others are in fashion, not outdated, innovative. (Female/Private company's staff/23y.)
- (23) I'm clever, choose the best product. While others don't want to try Taro.  
(Female/Private company's staff/23y.)
- (24) Others who don't eat Taro are not in trend, don't choose the best product.  
(Female/Private company's staff/23y.)

- (25) I'm the one who is single minded not change my mind easily.  
(Female/Private company's staff/22y.)
- (26) I've the better taste, others are simple. (Male/Own business/27y.)
- (27) I'm the leader. (Male/Private company's/27y.)
- (28) In fashion, others are outdated not look as good as me. (Female/ Private company's/26y.)
- (29) I eat the more delicious snack. (Female/ Private company's/27y.)
- (30) Others wrongly choose what to eat. (Female/student/27y.)
- (e) When you see other people who buy or eat other fish snack (not "TARO"), what kind of people do think you they are?
- (1) They're the people who don't take life seriously, playing the whole day, not working. (Male/Student/18y.)
- (2) They eat the non-beneficial snack. (Male/Student/18y.)
- (3) They're simple, outdated, not fashionable. (Male/Student/16y.)
- (4) They're festered, outdated. (Female/Student/18y.)
- (5) They are the type that want to try new thing, when they see any new thing, they'll try. (Female/Student/18y.)
- (6) They are not as strong as me, they can easily change their minds.  
(Female/Student/18y.)
- (7) They don't know how to choose good snack, they eat non-delicious snack.  
(Male/State Enterprise's staff/21y.)
- (8) They easily believe others, they believe in advertising. (Male/Student/19y.)
- (9) They don't have their own ideas, when seeing the advertising, they believe it. (Male/Student/19y.)
- (10) I wonder why others buy the non-delicious snack. (Male/Student/19y.)

- (11) They easily believe others, they usually believe in advertising.  
(Male/Student/19y.)
- (12) They're dirty especially when they eat. (Male/Student/19y.)
- (13) They wrongly choose the product, they don't know how to choose the best.  
(Female/Student/19y.)
- (14) Others eat non-delicious snack, they don't know how to choose the best.  
(Female/Student/21y.)
- (15) Others like to test new things. (Female/Student/19y.)
- (16) They all buy the non-beneficial snack. (Female/Student/19y.)
- (17) They are also in trend but do not look as good as me.  
(Female/Programmer/21y.)
- (18) They like to try every type of new products. (Female/Accountant/21y.)
- (19) They don't eat the good product. (Male/Student/23y.)
- (20) I wonder why they don't eat Taro but eat the non-delicious snack instead.  
(Male/Private company's staff/24y.)
- (21) The new generation who has no time, like the adventure. (Male/Private company's staff/23y.)
- (22) They're modern, strange, self-confidence, don't care about others.  
(Female/Private company's staff/23y.)
- (23) They wrongly choose the product, outdated. (Female/Private company's staff/23y.)
- (24) They don't know the good product. (Female/Private company's staff/22y.)
- (25) They are the new generation who love to try no matter whether it's right or wrong. (Male/ Private company's staff/26y.)

- (26) They easily believe others especially TV advertising. (Male/Own business/27y.)
- (27) Others love to try strange product. (Male/Private company's/27y.)
- (28) They are outdated, bad taste. (Female/ Private company's/26y.)
- (29) They love and dare to try new ones. (Female/ Private company's/27y.)
- (30) Other will eat the non-delicious snack. (Female/student/27y.)
- (f) Suppose "TARO" is a human being, what kind of human do you think he is?  
(Age, Sex, Characteristics, Personality, Status, Occupation, Education, Clothing)
- (1) Male 19 years old, nice, polite, a gentleman. His dress is modern, his income is in the medium level, he is now studying. (Male/Student/18y.)
- (2) Female 25 years old, fresh, tall & thin, with her shirt and long skirt. Her income is in the medium level, she is a salesperson. (Male/Student/18y.)
- (3) Male 14 years old, fresh, sociable, fat, trendy, medium income level, studying. (Male/Student/16y.)
- (4) Male 17 years, looks like a child, smart, man, trendy dressed, medium income level, studying. (Female/Student/18y.)
- (5) Male 15 years, sometimes soft but sometimes hard, thin, tall, white, not in fashion, medium income level, studying. (Female/Student/18y.)
- (6) Male 20 years, funny, joyful, thin & tall, medium income level, Japanese dressed, studying. (Female/Student/18y.)
- (7) Male 21 years, substantial, well-proportioned, simple dressed, medium income level, as a service people. (Male/State Enterprise's staff/21y.)
- (8) Male 18 years old, well-proportioned, gentleman, medium income level, studying. (Male/Student/19y.)



- (9) Male 25 years old, cool, courteous, well-proportioned, simple dressed, medium income level, private company's staff. (Male/Student/19y.)
- (10) Male 25 years old, thin, self-confident, in suit, high income level, private company's staff. (Male/Student/19y.)
- (11) Male 30 years old, sport man, medium level income, with polo shirt and jeans, studying. (Male/Student/19y.)
- (12) Male 30 years old, polite, not fat, simple dressed, high income level, private company's staff. (Male/Student/19y.)
- (13) Male 10 years old, mischievous, joyful, clever, modern dressed, medium income level, studying. (Female/Student/19y.)
- (14) Female 17 years old, courteous, nice, beautiful, well-proportioned, medium income level, studying. (Female/Student/21y.)
- (15) Male 28 years old, funny, thin and tall, modern dressed medium income level, private company's staff. (Female/Student/19y.)
- (16) Male 19 years, kind, funny, joyful, short, in fashion dressed, medium income level, studying. (Female/Student/19y.)
- (17) Male 40 years old, cool, funny, tall, in shirt with jeans, medium income level, working in the office. (Female/Programmer/21y.)
- (18) Male 20 years old, fresh and joyful, in good mood, self-confidence, Japanese dressed, rich, studying. (Female/Accountant/21y.)
- (19) Male 25 years, serious, thick, short hair, trendy dressed, medium income level, working in entertainment field. (Male/Student/23y.)
- (20) Male 22 years old, soft, well-proportioned, handsome, rich, well dressed, work in the office. (Male/Private company's staff/24y.)

- (21) Male 18 years old, cool, clever, thin, white, politely dressed, medium income level, studying. (Male/Private company's staff/23y.)
- (22) Male 35 years old, outdated, an old man, with fit shirt, tall and thick, medium income level, work in the office. (Female/Private company's staff/23y.)
- (23) Male 28 years old, warm, thin, tall, not fat, simple dressed but clean, medium income level, work as a freerance. (Female/Private company's staff/23y.)
- (24) Male 22 years old, funny, medium income level, work in the entertainment field. (Female/Private company's staff/22y.)
- (25) Female 23 years old, joyful, funny, thin, brightly dressed, rich, studying. (Male/ Private company's staff/26y.)
- (26) Male 20 years old, joyful, laughing, fresh, well-proportioned, with T-shirt and jeans, rich, studying. (Male/Own business/27y.)
- (27) Female 16 years old, joyful, fresh, thin, not so tall, short skirt, long hair, medium income level, studying. (Male/Private company's/27y.)
- (28) Male 20-25 years old, in good mood, thin and tall, white, simple dressed, rich, working in the bank or office. (Female/ Private company's/26y.)
- (29) Male 30 years old, Japanese, fat, white, small eyes. (Female/ Private company's/27y.)
- (30) Male 20 years, funny, laughing, not fat, medium income level, simple dressed, studying. (Female/student/27y.)
- (g) When you eat "TARO", what is the difference (feeling and emotion) comparing with other brands of fish snack?
- (1) Different taste. Taro offers a better taste. (Male/Student/18y.)

- (2) Better taste. I feel the stronger taste, the others are too soft.  
(Male/Student/18y.)
- (3) Different taste. Taro offers better taste (stronger taste while others are mild).  
(Male/Student/16y.)
- (4) Better taste, delicious. Stronger taste. (Female/Student/18y.)
- (5) Taro is more delicious and stickier than the others. (Female/Student/18y.)
- (6) Taro offers more delicious and stronger taste. (Female/Student/18y.)
- (7) When I eat Taro I get the better taste. (Male/State Enterprise's staff/21y.)
- (8) I have confidence that it Taro is more delicious. (Male/Student/19y.)
- (9) Taro is more delicious, while others have strange odor. (Male/Student/19y.)
- (10) Taro is more delicious than other brands. (Male/Student/19y.)
- (11) Taro is hotter than other brands, however, it's more delicious.  
(Male/Student/19y.)
- (12) Clean, not dirty, especially my hand is not dirty. (Male/Student/19y.)
- (13) Other brands, like Bento, have odor, and are less chewy so I don't like them.  
(Female/Student/19y.)
- (14) I feel that Taro is more delicious, more chewy, better taste.  
(Female/Student/21y.)
- (15) It is more delicious than other brands and it makes me enjoy eating and  
happy when eating. (Female/Student/19y.)
- (16) When eating Taro, it makes me more relaxed and enjoy myself.  
(Female/Student/19y.)
- (17) It is more chewy and more delicious. (Female/Programmer/21y.)
- (18) Taro is more delicious with its stronger taste. (Female/Accountant/21y.)
- (19) Taro is stronger taste, makes me enjoy eating it. (Male/Student/23y.)

- (20) Taro is more delicious and stronger in taste. (Male/Private company's staff/24y.)
- (21) I have the confidence that it must be delicious. (Male/Private company's staff/23y.)
- (22) Taro offers the stronger taste than other brands. (Female/Private company's staff/23y.)
- (23) I feel happy, enjoy eating Taro. (Female/Private company's staff/23y.)
- (24) Taro is more delicious and salty than the other brands, however, it's better. (Female/Private company's staff/22y.)
- (25) It is much more chewy with the better feeling. (Male/ Private company's staff/26y.)
- (26) Taro is more delicious, others are not as good as Taro. (Male/Own business/27y.)
- (27) More delicious than other brand, stronger taste. (Male/Private company's/27y.)
- (28) Eating Taro makes me happy and enjoy while I am bored with other brands. (Female/ Private company's/26y.)
- (29) Taro offers stronger taste. (Female/ Private company's/27y.)
- (30) I feel it is more delicious and has better aroma than other brand. (Female/student/27y.)



## APPENDIX C.

### Associations / Memories

- (a) Since you have eaten “TARO”, what is your impression (good) memory about it?
- (1) When I had free time, I'd tie Taro and put it in the bottle to eat or might be giving it to my friends as a present. (Male/Student/18y.)
- (2) I used to eat Taro with my girl friend in the theater and we were so happy. (Male/Student/18y.)
- (3) I made my daughter angry, so I bought her Taro to make her feel better. (Male/Student/16y.)
- (4) Tying Taro into a longer stripe or longer shape and sharing it with my friends. (Female/Student/18y.)
- (5) I put Taro in the microwave, this made it crispy and more delicious. (Female/Student/18y.)
- (6) When going upcountry with my friends, I'd buy Taro and share it with my friends. (Female/Student/18y.)
- (7) In the morning, before going to school, I ate nothing but Taro. (Male/State Enterprise's staff/21y.)
- (8) It was the fish snack that existed in the Thai market for the longest period of time. (Male/Student/19y.)
- (9) The first time I ate longer Taro, it impressed me with the wonderful feeling. (Male/Student/19y.)
- (10) I thought about the time when I was young, I'd save some money to buy Taro. (Male/Student/19y.)
- (11) When I had nothing to eat, I put Taro into the microwave before eating. (Male/Student/19y.)



- (12) I tied Taro into longer stripe and share it with my friends. (Male/Student/19y.)
- (13) I shared Taro with my brother, eating and laughing. (Female/Student/19y.)
- (14) I went to side seeing with my friends, I bought 5-10 packs of Taro and shared with my friends with happiness. (Female/Student/21y.)
- (15) I liked to tied Taro into longer stripe with my friend and share among us. (Female/Student/19y.)
- (16) In the theater, I had nothing to eat but only Taro help me from hungry. (Female/Student/19y.)
- (17) It makes me happy when eating on the bus to upcountry. (Female/Programmer/21y.)
- (18) I bought Taro to my office to eat while I was working. (Female/Accountant/21y.)
- (19) I with my family ate Taro while we were watching TV. (Male/Student/23y.)
- (20) Once, I was at home, alone, nothing to eat, so I cooked Taro in the microwave and eat it with ketchup. (Male/Private company's staff/24y.)
- (21) When I went to the forest, nothing to eat but Taro to share with my friends. (Male/Private company's staff/23y.)
- (22) As a friend when I'm alone. (Female/Private company's staff/23y.)
- (23) Once, I'd nothing to eat, at home, very hungry, I found Taro to eat. (Female/Private company's staff/23y.)
- (24) When going outside, I had to bring Taro to share with my friend. (Female/Private company's staff/22y.)
- (25) Working upcountry, I felt hungry at night so I ate Taro. (Male/ Private company's staff/26y.)
- (26) I mixed it with Wai Wai Tom Yam Kung, it was very delicious. (Male/Own business/27y.)

- (27) Eating Taro would not make me fat, but delicious. (Male/Private company's/27y.)
- (28) Eating Taro in the theater, eating and laughing, very happy. (Female/ Private company's/26y.)
- (29) Going upcountry, every time, I had to buy Taro. (Female/ Private company's/27y.)
- (30) When I was hungry but had nothing to eat, I bought Taro to eat. (Female/student/27y.)
- (b) Please tell, shortly, about your experience (impression or good experience) or your friends' (who eat "TARO") experience about "TARO".
- (1) My friends liked to make Taro like a small ball then throwing into the air and moved their mouths to wait until the Taro ball fell into their mouths. (Male/Student/18y.)
- (2) My friends with his girl friend shared Taro in the theater. (Male/Student/18y.)
- (3) I saw a child crying, his mother bought him Taro then he stopped crying. (Male/Student/16y.)
- (4) My friends tied Taro into longer stripe and each one ate from each end. (Female/Student/18y.)
- (5) My friends tied Taro into longer stripe before eating. (Female/Student/18y.)
- (6) My friends liked to tie Taro into longer strip and shared with others. (Female/Student/18y.)
- (7) I saw a boy and a girl go to the cinema with Taro in their hands to share with each other in the theater. (Male/State Enterprise's staff/21y.)
- (8) My friends liked to put Taro in the microwave and shared with others. (Male/Student/19y.)
- (9) My friends tied Taro into many forms. (Male/Student/19y.)

- (10) My friends bought Taro when they went to upcountry. (Male/Student/19y.)
- (11) My friends tied Taro into longer stripe and shared with others.  
(Male/Student/19y.)
- (12) My friends would buy Taro every time when going upcountry.  
(Male/Student/19y.)
- (13) I saw a mother bought Taro for her son then all the Taro fell on the ground but the mother didn't blame her son but bought a new packet for him.  
(Female/Student/19y.)
- (14) My friend went shopping with his brother, his brother was crying so he bought him Taro. (Female/Student/21y.)
- (15) My friends tied it and have a funny way of eating. (Female/Student/19y.)
- (16) My friends liked to cook Taro in the microwave, and they dreamed to open a store to bake Taro. (Female/Student/19y.)
- (17) I saw the children grabbing Taro with happiness. (Female/Programmer/21y.)
- (18) I saw my friend, smiling, grabbing Taro from his brother with happiness.  
(Female/Accountant/21y.)
- (19) My friend used Taro instead of noodle, it was great taste. (Male/Student/23y.)
- (20) Someone tied Taro into longer stripe and each one eat from the opposite side.  
(Male/Private company's staff/24y.)
- (21) My friend loved his sister, bought her Taro. (Male/Private company's staff/23y.)
- (22) Boy and girl friends bought it for sharing in the theater. (Female/Private company's staff/23y.)
- (23) I saw the children playing and sharing Taro with happiness. (Female/Private company's staff/23y.)

- (24) The lovers went with me. They bought Taro but refused to share with me.  
(Female/Private company's staff/22y.)
- (25) My friends used Taro to cook as different kinds of food eg. Fire noodle. (Male/  
Private company's staff/26y.)
- (26) My girl friend cooked Taro in the microwave for me. (Male/Own business/27y.)
- (27) The lovers share the same Taro stripe. (Male/Private company's/27y.)
- (28) My friend was broken-hearted, ate nothing, so I bought him Taro. (Female/  
Private company's/26y.)
- (29) My friend ate a lot of Taro at one time, and this shocked me. (Female/ Private  
company's/27y.)
- (30) My boy friend cooked Taro in the microwave, very delicious.  
(Female/student/27y.)





**APPENDIX D**  
**ROLES / RELATIONSHIPS**

## APPENDIX D.

### Roles / Relationships

- (a) Besides the trust in brand name and quality, how do you think “TARO” affect you and your family?
- (1) It makes me and my family enjoy ourselves when having nothing to do.  
(Male/Student/18y.)
  - (2) It also fills our stomachs. (Male/Student/18y.)
  - (3) It offers benefit to our health with its protein. (Male/Student/18y.)
  - (4) It can be either snack or helps filling stomach. (Male/Student/16y.)
  - (5) It helps people be stronger since it offers protein from fish.  
(Female/Student/18y.)
  - (6) It helps to create closer relationship when eating together with many friends.  
(Female/Student/18y.)
  - (7) It gives protein which makes the people in my family stronger. (Male/State Enterprise’s staff/21y.)
  - (8) It is the snack for everyone in the family when they have free time.  
(Male/Student/19y.)
  - (9) It is the snack for everyone in the family. (Male/Student/19y.)
  - (10) It is the snack that is beneficial to health. (Male/Student/19y.)
  - (11) It makes the friends have better relationship when sharing with each other.  
(Male/Student/19y.)
  - (12) It helps provide protein to health. (Male/Student/19y.)
  - (13) It gives nutritious protein which is good for health. (Female/Student/19y.)
  - (14) It offers nutritious value to health. (Female/Student/21y.)
  - (15) It offers more benefits than other types of snack. (Female/Student/19y.)



- (16) Taro is more beneficial and it will not cause sore-throat.  
(Female/Student/19y.)
- (17) It is the snack which helps to create a relationship when sharing or even to grab Taro. (Female/Programmer/21y.)
- (18) I eat the valuable food, delicious and also gives working opportunity to the people. (Female/Accountant/21y.)
- (19) It makes the family member have a close relationship. (Male/Student/23y.)
- (20) It helps creating good relationship among friends when sharing with each other. (Male/Private company's staff/24y.)
- (21) It makes my family enjoy and relaxed when watching TV. (Male/Private company's staff/23y.)
- (22) It adds nutrition and energy. (Female/Private company's staff/23y.)
- (23) It helps us get good health because of the protein from fish. I see the children playing and sharing Taro with happiness. (Female/Private company's staff/23y.)
- (24) It makes good health for the family member. (Female/Private company's staff/22y.)
- (25) It creates good relationship when sharing Taro with others. (Male/ Private company's staff/26y.)
- (26) It helps filling protein since it is made of fish. (Male/Own business/27y.)
- (27) It helps to increase protein to our health. (Male/Private company's/27y.)
- (28) It gives us stronger health. (Female/ Private company's/26y.)
- (29) It helps the member in the family have close relationship, when sharing while watching TV. (Female/ Private company's/27y.)

(30) It creates good relationship among friends when sharing with each other.

(Female/student/27y.)

(b) Suppose “TARO” is a man, what does it look like (in your life) and does it give you anything more special than other snacks?

(1) A friend who always talks and plays with me when I’m alone.

(Male/Student/18y.)

(2) A close friend who is always by my side when I feel sad.

(Male/Student/18y.)

(3) A friend when I’m lonely, he helps me from being bored.

(Male/Student/16y.)

(4) A friend who always helps me and also brings me some food when I’m hungry. (Female/Student/18y.)

(5) A friend who stays with me when I’m alone. (Female/Student/18y.)

(6) My brother who makes me enjoy myself and bright. (Female/Student/18y.)

(7) A friend who makes me stronger with his protein. (Male/State Enterprise’s staff/21y.)

(8) A friend who helps me from loneliness, when I am alone.

(Male/Student/19y.)

(9) A friend who always has goodwill for me. (Male/Student/19y.)

(10) A friend who always gives me some advice. (Male/Student/19y.)

(11) A friend who always gives me something to eat. (Male/Student/19y.)

(12) A friend who makes me enjoy myself when I’m bored. (Male/Student/19y.)

(13) A friend who stays and shares with me happiness and trouble.

(Female/Student/19y.)

(14) It is something that I always keep with me (Female/Student/21y.)

- (15) A friend who always tells me about the funny story. (Female/Student/19y.)
- (16) A friend when I'm alone or lonely, he will stay with me.  
(Female/Student/19y.)
- (17) A friend who fills the taste of my life and makes me happy.  
(Female/Programmer/21y.)
- (18) A friend who makes me feel better and he always finds something for me to eat. (Female/Accountant/21y.)
- (19) A friend who makes me enjoy my life, not too serious. (Male/Student/23y.)
- (20) A good friend who gives me love, warm and goodwill. (Male/Private company's staff/24y.)
- (21) A cook who serves us the food. (Male/Private company's staff/23y.)
- (22) Like the older relative who gives me advice. (Female/Private company's staff/23y.)
- (23) A lovely brother who gives me warmth. I saw the children playing and sharing Taro with happiness. (Female/Private company's staff/23y.)
- (24) A boy friend because I bring him with me everywhere. (Female/Private company's staff/22y.)
- (25) A close friend who makes me happy when I'm hungry and makes me relaxed when I'm serious. (Male/ Private company's staff/26y.)
- (26) A friend who makes me enjoy myself, and amused. (Male/Own business/27y.)
- (27) A friend who makes me not feel lonely when I'm alone. (Male/Private company's/27y.)
- (28) A boy friend who gives me love and goodwill. (Female/ Private company's/26y.)

- (29) A friend who makes me enjoy myself, relaxed, happy. (Female/ Private company's/27y.)
- (30) A friend who helps me to spend my free time. (Female/student/27y.)
- (c) Does "TARO" cause any change in your attitude with fish snack? How?
- (1) Fish snack is much better than other crunchy snacks because it helps filling the stomach and offers much more benefits. (Male/Student/18y.)
- (2) Fish snack is more beneficial than other snacks. (Male/Student/18y.)
- (3) Fish snack doesn't cause sore-throat and it doesn't make me hot. (Male/Student/16y.)
- (4) Fish snack is a nutritious snack not like other snacks. (Female/Student/18y.)
- (5) Fish snack offers a variety of forms of stripe, long and short, many flavors. (Female/Student/18y.)
- (6) Fish snack which is delicious and appetizing. (Female/Student/18y.)
- (7) Fish snack is delicious with the protein from fish. (Male/State Enterprise's staff/21y.)
- (8) No, not change. (Male/Student/19y.)
- (9) Fish snack offers a variety of lengths, with the short ones and long ones. (Male/Student/19y.)
- (10) No. (Male/Student/19y.)
- (11) It is the snack with many benefits. (Male/Student/19y.)
- (12) No. (Male/Student/19y.)
- (13) Fish snack is delicious and gives nutritional value to health. (Female/Student/19y.)
- (14) It makes me feel that fish snack is delicious. (Female/Student/21y.)

- (15) Eating fish snack is better because it offers much more benefits.  
(Female/Student/19y.)
- (16) Eating Taro makes me feel that fish snack is delicious and also gets a lot of benefits. (Female/Student/19y.)
- (17) It is snack that is not dirty when eating, we can eat it everywhere.  
(Female/Programmer/21y.)
- (18) Fish snack is not only a snack but a kind of food which is delicious and tempting. (Female/Accountant/21y.)
- (19) No, not change. (Male/Student/23y.)
- (20) It is as chewy as cuttlefish. (Male/Private company's staff/24y.)
- (21) Fish snack has been in the market for a long time because it is a nutritious snack. (Male/Private company's staff/23y.)
- (22) I feel that fish snack offers good taste with health benefit. (Female/Private company's staff/23y.)
- (23) I feel that I can always eat it because it is not harmful to my body and it doesn't make me fat. (Female/Private company's staff/23y.)
- (24) It makes me feel that fish snack is a beneficial snack. (Female/Private company's staff/22y.)
- (25) It makes me feel that fish snack offers delicious taste with good quality.  
(Male/ Private company's staff/26y.)
- (26) Looks good. (Male/Own business/27y.)
- (27) Delicious snack needs not be crispy with caramel. (Male/Private company's/27y.)
- (28) It makes me very happy with eating. (Female/ Private company's/26y.)
- (29) No. (Female/ Private company's/27y.)

- (30) It makes me feel that fish snack is delicious and has varieties of styles.  
(Female/student/27y.)
- (d) If you go to buy “TARO” but you can’t get it, how do you feel? And What will you do? (If you buy another brand, please name it)
- (1) Upset. Then I’ll go to buy from other store. (Male/Student/18y.)
  - (2) Keep silent and go to find Taro somewhere else. If I can’t find Taro, I’ll eat nothing. (Male/Student/18y.)
  - (3) Don’t feel anything. And I’ll buy Fisho instead. (Male/Student/16y.)
  - (4) Don’t feel anything. Then I’ll buy other snack. (Female/Student/18y.)
  - (5) Disappointed, upset. Then I’ll go to find it somewhere else.  
(Female/Student/18y.)
  - (6) Upset, and I’ll go to buy somewhere else. (Female/Student/18y.)
  - (7) Don’t feel anything but may be buying other brand such as Fisho, Bento.  
(Male/State Enterprise’s staff/21y.)
  - (8) Don’t feel anything. I’ll buy other brands like Ten Ten. (Male/Student/19y.)
  - (9) Don’t feel anything. I’ll buy nothing. (Male/Student/19y.)
  - (10) Upset, and I’ll try to find it somewhere else. (Male/Student/19y.)
  - (11) Don’t feel anything. I’ll buy other brands such as Bento, Ten Ten.  
(Male/Student/19y.)
  - (12) Don’t feel anything but I’ll buy other brands such as Ten Ten.  
(Male/Student/19y.)
  - (13) I feel that I’ve to find it then I’ll go to find some where else.  
(Female/Student/19y.)
  - (14) Upset, and I’ll try to find somewhere else. (Female/Student/21y.)
  - (15) Sorry, and buy nothing. (Female/Student/19y.)



- (16) Don't feel anything, and I won't buy fish snack but other snacks instead.  
(Female/Student/19y.)
- (17) Bored, why don't they have Taro. And I'll go to find it in other store.  
(Female/Programmer/21y.)
- (18) Why don't they sell Taro. And I'll go to find somewhere else. But if there isn't any in many shops, I'd better eat other snacks.  
(Female/Accountant/21y.)
- (19) Why don't they have? I want to buy. Then I won't buy other brands but other types of snack instead. (Male/Student/23y.)
- (20) Disappointed. And buying nothing. (Male/Private company's staff/24y.)
- (21) Surprised, because usually every store has Taro. And I may buy other snacks. (Male/Private company's staff/23y.)
- (22) Angry, and I'll go to find Taro at another shop. (Female/Private company's staff/23y.)
- (23) Upset. And buy nothing except in case I really want to eat, I'll go to find Taro somewhere else. (Female/Private company's staff/23y.)
- (24) Upset. And I'll go to buy at another store. (Female/Private company's staff/22y.)
- (25) Upset. Not buying other brand of fish snack but other snacks. (Male/ Private company's staff/26y.)
- (26) I wonder why they don't have, and I'll go to find somewhere else.  
(Male/Own business/27y.)
- (27) Angry, and I'll buy other brand. (Male/Private company's/27y.)
- (28) Angry, and I'll go to buy from other store. (Female/ Private company's/26y.)

- (29) Disappointed, and I'll buy other snack. (Female/ Private company's/27y.)
- (30) Don't feel anything and buy other snack. (Female/student/27y.)
- (e) Please imagine the fish snack in your dream, if it is a man, what kind is he?  
(Character and Personality)
- (1) Male 18 years old, fresh and playful, with simple dress like T-shirt with jeans. (Male/Student/18y.)
- (2) Female 19 years old, soft, nice, creative, thin, not tall, in sack.  
(Male/Student/18y.)
- (3) Male 20 years old, active, funny. (Male/Student/16y.)
- (4) Male 20 years old, like a movie star, polite, kind, handsome, help others.  
(Female/Student/18y.)
- (5) Male 55 years old, kind, like to help others, not so fat, not so fair, tall.  
(Female/Student/18y.)
- (6) Male, fair, tall, good-looking, funny, smile the whole day.
- (7) Female 18 years old, well-proportioned, long hair, fair, fresh, self-confidence. (Male/State Enterprise's staff/21y.)
- (8) Female, nice and beautiful, well-proportioned. (Male/Student/19y.)
- (9) Male 25 years old, well-proportioned, cool, good looking, smart.  
(Male/Student/19y.)
- (10) Male 27 years old, fat, funny, in a good mood. (Male/Student/19y.)
- (11) Old uncle, fat and kind. (Male/Student/19y.)
- (12) Old man, fat, white, kind and funny. (Male/Student/19y.)
- (13) Male, strong with muscle that represents good health. (Female/Student/19y.)
- (14) Female, nice, like an angel. (Female/Student/21y.)
- (15) Male 25 years old, very funny and laughing. (Female/Student/19y.)

- (16) Male, teenage, kind, easily smile, talkative, modern dressed eg. Rap.  
(Female/Student/19y.)
- (17) Male 23 years old, tall, doesn't talk much, cool, serious.  
(Female/Programmer/21y.)
- (18) Male 23 years, fresh, joyful, self-confidence, well-proportioned.  
(Female/Accountant/21y.)
- (19) Female 20 years old, courteous, nice, well-proportioned, modern, rich.  
(Male/Student/23y.)
- (20) Female 18 years old, nice, takes care of people, small, courteous.
- (21) Male, cool, self-confident, good looking, fair. (Male/Private company's staff/23y.)
- (22) Strange, different from others, self-confident, talkative, funny.  
(Female/Private company's staff/23y.)
- (23) Male 28 years old, flexible. (Female/Private company's staff/23y.)
- (24) Male 30 years, polite, gentle, tall, good looking, self-confident, warm.  
(Female/Private company's staff/22y.)
- (25) Female 22 years old, fresh, joyful, well-proportioned. (Male/ Private company's staff/26y.)
- (26) Male 25 years old, cool, brave, self-confident. (Male/Own business/27y.)
- (27) Female 16 years old, fresh, joyful, thin, long hair. (Male/Private company's/27y.)
- (28) Brave, strong, good looking. (Female/ Private company's/26y.)
- (29) Male 30 years old, kind, good at cooking, fair, Chinese-looking. (Female/ Private company's/27y.)
- (30) Male 27 years old, nice, funny and amusing. (Female/student/27y.)

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