

A COMPARATIVE STUDY OF CONSUMERS' PERCEPTION ABOUT BRAND
EQUITY OF TWO SHAMPOO BRANDS: PANTENE AND DOVE

By

KRISSANA CHOOSAKCHINAKUN

A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree of

Master of Business Administration

Graduate School of Business
Assumption University
Bangkok Thailand

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ABSTRACT

Much attention has been devoted recently to the concept of brand equity. Brand equity has been defined in a variety of ways, depending on the particular purpose. Brand equity is regarded as a very important concept in business practice as well as in academic researches because marketers can gain competitive advantages with effective brand image. Studies related to brand equity concept, an instrument to measure brand equity from a customer perspective have been lacking. Due to this reason, it is important for managers to be able to measure and track it at the customer level.

Therefore, the purpose of this research is to measure customer-based brand equity. To compare consumers' perception of brand equity between two shampoo brands (Pantene and Dove) and on each brand equity dimensions (performance, social image, value, trustworthiness and attachment).

Sample Survey method was used to collect the data. This research has used the non- probability sampling method with quota and convenience sampling. The respondents were male and female consumers aged 18 years and above and have used either Pantene or Dove in the past three months. The location where researcher collected the data is Tesco- Lotus super center in Bangkok. The questionnaire was distributed to 384 of respondents including 192 consumers of Pantene and Dove each.

The Independent Sample T-Test was used to test the difference in the consumers' perception on each brand equity dimensions and brand equity between Pantene and Dove.

All six null hypotheses in this research were rejected. Interestingly, the results have shown that mean of all dimensions of Pantene are higher than Dove. Ultimately, most respondents were found to be satisfied with all dimensions of the brand they have used. Dove has a little lower mean, that could imply that although Dove was launched at the end of year 2001 while Pantene has existed as a premium brand but consumers were attracted and made a trial purchase. Finally, building and maintaining brand equity was not solely the responsibility of brand managers but it is actually a cross-functional team effort. Brand managers ultimately bring all of the parts together, decide the direction and gain competitive advantage through brand equity.



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Chapter I

Generalities of the Study

This chapter will provide a brief introduction regarding the brand equity concept with some previous studies related to shampoo business in Thailand from the viewpoint of brand equity. The researcher would also focus attention specifically on consumers' perception about brand equity. Moreover this chapter will explain the research objectives, scope, significance, limitations of this research and definition of terms.

1.1 Introduction of the study

Much attention has been devoted recently to explain the concept of brand equity (Aaker and Biel 1992; Leuthesser 1998; Maltz and Jaworski 1991). Brand equity has been defined in a variety of ways, depending on the particular purpose with which it has to be defined. Brand equity is regarded as a very important concept in business practices as well as in academic researches because marketers can gain competitive advantages through successful brands. The competitive advantage of firms that have brand with high equity includes the opportunity for successful extensions, resilience against competitors' promotional pressure, and creation of barriers to competitive entry (Farquhar, 1989).

The concept of brand equity has been the subject of a number of studies and has been viewed from a number of perspectives. It has been described frequently as the value a brand name adds to a product. That value can be a halo extending beyond the current product category to other product classes. Generally, brand equity results from all the activities needed to market the brand. Therefore, it can be viewed in terms of the brand-

focused marketing effects of those activities. It has received a great deal of attention recently for several reasons, the foremost of which is the increasing strategic pressure to maximize marketing productivity. That pressure yields managerial attempts to gain advantage by increasing efficiency. In addition, references to marketing success based on synergy, consistency, and complementarity (Park and Zaltman, 1987) have tended to support a deeper understanding of the underlying components of products, and have awakened marketing managers to survival opportunities in an era of flat markets, increasing costs, and greater international competition.

1.1.1 Brand equity in many perspectives

Brand equity can be discussed from the perspective of the investor, the manufacturer, the retailer, or the consumer. Each of these groups has a distinct view on what equity means to them. Clearly, brand names add value to each of these groups. Investors have a financial motivation for extracting the value of a brand name from the value of a firm's other assets (Cobb- Walgren and colleagues, 1995). Manufacturers and retailers, on the other hand, are motivated more by the strategic implications of brand equity (Keller, 1993). To the manufacturer, brand equity affords a differential advantage that enables the firm to generate greater volume and margins. Brand equity provides a strong platform for introducing new products or extent the existing line of products and insulates the brand against competitive attack. For retailers, brand equity contributes to the overall image of the retail outlet. However, none of this concept is meaningful, if the brand has no meaning to the consumer. In other words, there is value to the investor, the manufacturer, and the retailer only if there is value to the consumer (Farquhar, 1989; Crimmins, 1992).

Thus, it is important to understand how brand equity is created and sustained in the mind of the consumer and how this value translates into choice behavior.

1.1.2 Market situations

Many businesses have become increasingly competitive due to the both global and domestic market situations. The businesses try to survive and make their company raise competitive advantage to compete with their competitors and also gain the market share as much as they can. Thus, the study of consumer perception toward the particular brand is very significant because if company tends to understand more in term of perception of the potential consumers, influence to the company gains more market share and profit. However, competition and profit driven situations have forced more businesses to expand theirs products to satisfy their consumers, anyhow, no one can let only one business leads in particular market. The competition has begun in all types of businesses.

Among the premium shampoo brands in Thailand, there are three main premium shampoo brands; Pantene, Dove and Lavenus which are available right now. This study will concentrate only on “Pantene” and its major competitor, the “Dove”.

The following tables will describe the market share of shampoo business segmented by company name and brand:

Company	Market Share (%)
Unilever	47.4 %
P&G	25.6%
Kao	9.9%
Lion	2.0%
Colgate	0.8%

Table 1.1: Market share of shampoo business year 2002, segmented by company

Source: BrandAge (Manager Newspaper, January 20, 2003)

Brand	Market Share (%)
Pantene	40
Dove	20
Lavenus	5
Others	35

Table 1.2: Market share of premium shampoo business year 2002, segmented by

brand

Source: Kao Commercial (Thailand) co., ltd (Brand Age, March, 2003)

1.1.2.1 Pantene brand' profile

- **Procter & Gamble Manufacturing (Thailand) Ltd**

Established : 1987

Major shareholders : Procter & Gamble

Main businesses : Manufacturing and distribution of customer products

Number of employees: 880 at its Bangkok office, distribution centre and manufacturing plant. The company was selling its products through importers before it established its local presence.

- **Worldwide**

Headquarters: Cincinnati, Ohio, USA

Number of countries: 140

Number of employees: 110,000

In 1837, The Procter & Gamble Company began as a small, family operated soap and candle company in Cincinnati, Ohio, USA. Today, P&G markets more than 250 products to more than five billion consumers in 130 countries.

- **Procter & Gamble in Thailand**

Procter & Gamble - maker of household names such as Pantene, Head & Shoulders, Oil of Olay, Vicks and Pringles is investing to expand its capacity in Thailand.

There is much more that Procter & Gamble can do in this relatively new market. Worldwide, it markets some 300 products, but only nine are available locally: Pantene

Pro-V, Rejoice, Head & Shoulders, Pampers, Whisper, Oil of Olay, Safeguard, Vicks and Pringles. With a presence in more than 140 countries, Procter & Gamble serves a potential consumer market of five billion, and employs around 103,000 people.

There are other made-in-Thailand success stories. Pantene Pro-V and Rejoice Rich shampoo, for example, were initiated locally, and Thailand was the first country in the world where the products were launched.

On the social contribution side, Procter & Gamble (Thailand) sponsors scholarships at universities and schools. It also promotes cleaner air by donating a percentage of sales revenue to the authorities to control pollution in Bangkok and other cities. Several charitable and non-governmental organizations have also obtained support from the company.

- **P&G's unique innovative capability and plan for year 2003**

The Procter & Gamble Company (P&G) is a recognized leader in the development, distribution and marketing of superior Fabric & Home Care, Baby Care, Feminine Care, Family Care, Beauty Care, Health Care, and Snacks & Beverages products. P&G markets nearly 300 brands - including Pampers, Tide, Ariel, Always, Whisper, Pantene, Bounty, Pringles, Folgers, Charmin, Downy, Lenor, Iams, Crest, Actonel, Olay and Clairol - in more than 160 countries around the world.

Procter & Gamble is now among the leading brands in Thailand's 6.5-billion-baht of overall shampoo industry on year 2002, which segmented by beauty shampoo 60%, anti-dandruff shampoo 30% and herbal and kids shampoo 10%.

In year 2003, P&G reveals that they will use the market strategy in launching new products with high quality and also continually innovate to response consumers needed. The annual report on the third quarter of year 2002 was increased by 10% when compare to the same period with last year. For supporting the latest distribution campaign, P&G prepares the full range of promotion such as TV ad, radio spot promotion, publishing media and include in store promotion in Bangkok and upcountry in 105 places. (source: <http://www.pg.com>)

1.1.2.2 Dove brand' profile

- **Unilever Thai Holding Ltd**

Major shareholders: Unilever

Main businesses: Manufacturing and marketing consumer goods

- **Worldwide**

Headquarters: Britain and the Netherlands

- **Established:** 1930

- **Number of countries:** 90

Number of employees: 270,000 (Unilever has 2,800 employees in Thailand and frequently sends some to learn from its operations in other countries including Britain, the United States and Vietnam.

- **Purpose**

At the heart of the corporate purpose, which guides its approach for doing business, is the drive to serve consumers in a unique and effective way. This purpose has been communicated to all employees worldwide.

The purpose is Unilever is to meet the everyday needs of people everywhere—to anticipate the aspirations of the consumers and customers and to respond creatively and competitively with branded products and services that raise the quality of life.

Consumers: Unilever is committed to providing branded products and services which consistently offer value in terms of price and quality, and which are safe for their intended use. Products and services will be accurately and properly labeled, advertised and communicated.

Community Involvement: Unilever strives to be a trusted corporate citizen and, as an integral part of society, to fulfill our responsibilities to the societies and communities in which the company operates.

Innovation: In the scientific innovation of Unilever is to meet consumer needs it will respect the concerns of the consumers and of society. Unilever will work on the basis of sound science, applying rigorous standards of product safety.

Competition: Unilever believes in vigorous yet fair competition and supports the development of appropriate competition laws. Unilever companies and employees conduct their operations in accordance with the principles of fair competition and all applicable regulations.

▪ **Unilever Today**

Unilever is one of the world's leading suppliers of fast-moving consumer goods. Here are some recent highlights from the two global divisions – Foods, and Home & Personal Care.

As the largest manufacturer and distributor of consumer products in Thailand, Unilever is the market leader in eight categories: laundry, hair-care, soap, household cleaning, deodorants, skin-care, ice cream and tea. Unilever's operations in Thailand are divided into three categories: home care, personal care, and food and beverage. It also makes and distributes numerous products and chemicals for industrial use.

▪ **Home and Personal Care**

In much of the world, Unilever leads the Home Care Market, which includes cleansing and hygiene products. Many of company products are market leaders and include Brilhante, Cif, Comfort, Domestos, Omo, Skip and Snuggle.

Within the Personal Care market, company is global leaders in products for skin cleansing, deodorants and antiperspirants. The global core brands include Axe, Dove, Lux, Pond's, Rexona and Sunsilk. With more than 1,000 brands under its umbrella, consumers worldwide can find its products in their trolleys. In Thailand products such as

Breeze, Omo, Comfort, Lux, Dove, Sunlight, Vim, Lipton, Wall's, SunSilk, Organics, Clinic, Pond's, Vaseline, Close-Up, Aim and Pepsodent are household names.

Unilever's innovation centres in Thailand develop hair-care and laundry products, as well as ice cream, for Southeast Asia. Thailand has been the food production base for Unilever in Southeast Asia, while Jakarta has served as the company's home-care base.

The major factors for Unilever's choosing Thailand as the production base are low production costs and high potential to develop new products; Thailand has expertise in personal care. Unilever will recruit about 1,000 to 2,000 administrators and executives to aid the expansion of the factory.

Hair Care Under The Name of "Dove"

After Unilever has launched new product line namely "Dove" it affected to the existing shampoo brand under the same company that is SunSilk that continually decreased its market share in the year 2001 from 35% to 32% at the beginning of year 2002 and goes down to 30% at the end of year 2002. Although "Dove" is the premium brand but it would affect on the overall shampoo market (source: <http://www.unilever.com>).

1.2 Statement of the Problems

Studies for measuring brand equity from customers' perspective are very useful, because the main source understanding brand equity is consumers' perceptions (Keller, 1993), Brand equity can be operationalized as "the enhancement in the perceived utility and desirability a brand name confers on a product". It is the consumers' perception of

the overall superiority of a product carrying the brand name when compared to other brands. Due to this reason, it is important for managers to be able to measure and track it at the customer level. Therefore, the purpose of this research is to measure customer-based brand equity and compare consumers' perception of shampoo brands.

This study will focus on investigating the major factors that influences consumers' perception toward two shampoo brands that is "Brand equity dimensions". Brand equity dimensions factors consist of performance, social image, value, trustworthiness and attachment.

Most previous researches have their limited use for managers since brand equity is not broken down into minor components that can be used for developing brand strategies. In addition, methodology used in this research include usage of unrealistic product profiles, inability of the methods to intimate individual level brand equity and to incorporate errors in the measurement of brand equity are happened. Several dimensions of brand equity will be identified in this research.

Thus, the researcher would like to have a better understanding on premium shampoo business in Thailand in terms of consumers' perspective to create competitive advantage through this equity under the brand of "Pantene" and their main competitor that is "Dove" by comparing this situation of these two market leaders in this business. Therefore, following is the statement of problem of this researcher, "*What is the*

difference in consumers' perception of brand equity between two shampoo brands (Pantene and Dove)?”.

1.3 Research Objectives

- (1) To find out the consumers' perception about brand equity dimensions of Pantene and Dove that is composed of performance, social image, value, trustworthiness and attachment.
- (2) To compare the consumers' perception on each brand equity dimensions of Pantene and Dove.
- (3) To compare the consumers' perception about brand equity of Pantene and Dove brands.

1.4 Scope of the Research

This research will be conducted by using Non- Probability Sampling method with convenience sampling. The sample composition will be male and female aged at least 18 years and above and have usually used either Pantene or Dove brand most often in the past three months. The respondents will be people who live in Bangkok.

1.5 Limitations of the Research

1.5.1 The present study focuses attention on investigating perception of respondents residing in Bangkok about brand equity for Pantene and Dove shampoo, therefore its findings may not be generalized for respondents not residing in Bangkok.

1.5.2 The present study focuses attention on investigating perception of respondents residing in Bangkok about brand equity for Pantene and Dove shampoo by selecting specific variables therefore its findings may not be generalized for variables not included in the framework of this research.

1.5.3 The present research will be conducted in a specific time frame therefore its findings may not be generalized for all times.

1.6 Significance of the Study

Conceptualizing brand equity from the perspective of customers is useful because it suggests both specific guidelines for marketing strategies and tactics and areas where research can be useful in assisting managerial decision-making. It will also be useful to set up marketing plan and to understand about the difference in consumers' perception about two shampoo brands for setting appropriate market direction. Understanding the strength and weakness of Pantene versus Dove and to identify opportunity and threat of each brand will be useful.

1.7 Definition of Terms

Attachment: The relative strength of a consumer's positive feelings toward the brand (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Brand equity: Brand equity represents the value (to a consumer) of a product, above that which would result for an otherwise identical product without the brand's name. In other words, brand equity represents the degree to which a brand's name alone contributes value to the offering (again, from the perspective of the consumer) (Leuthesser, L. et al, 1995).

Brand knowledge: A name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Kotler,1991)

Customer-based brand equity: The differential effect of brand knowledge on consumer response to the marketing of the brand (Kamakura and Russell, 1991).

Differential effect: Determined by comparing consumer response to the marketing of a brand with the response to the same marketing of a fictitiously named or unnamed version of the product or service (Keller, K.L. , 1993).

Performance: A consumer's judgment about a brand's fault-free and long-lasting physical operation and flawlessness in the product's physical construction. (Brucks, M., & Zeithaml, V.A. (1991).

Social Image: The consumer's perception of the esteem in which the consumer's social group holds the brand. It includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand" (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Trustworthiness: The confidence a consumer places in the firm and the firm's communications, and as to whether the firm's actions would be in the consumer's interest (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Value: The perceived brand utility relative to its costs, assessed by the consumer and based on simultaneous considerations of what is received and what is given up to receive it (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Chapter II

Review of Related Literature and Studies

This chapter reviews the literature and research work for explaining the difference in consumers' perception about brand equity between two selected brands (Pantene and Dove). Brand equity has been examined from two different perspectives – financial and customer based. The first perspective of brand equity that is not used in this research that is the financial asset value it creates to the business. The second perspective is customer-based in that consumer response to a brand name is evaluated (Keller, 1993; Shocker et al., 1994).

Before completing the definition of brand equity dimensions, it is important to explore its foundation.

There is no universally accepted definition of brand equity. The term means different things for different companies and products. However, there are several common characteristics of the many definitions that are used today. From the following examples it is clear that brand equity is multi-dimensional. There are several stakeholders concerned with brand equity, including the firm, the consumer, the channel, and some would argue the financial markets. But ultimately, it is the consumer that is the most critical component in defining brand equity (Aaker, 1991). Some researchers in the field of marketing have defined brand equity as follows:

Aaker , D.A. (1991) stated that brand equity is a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers. The major asset categories are:

1. Brand name awareness
2. Brand loyalty
3. Perceived quality
4. Brand associations

Several aspects of the definition deserve elaboration. First, brand equity is a set of assets. Thus, the management of brand equity involves investment to create and enhance these assets.

Second, each brand equity asset creates value in a variety of very different ways. In order to manage brand equity effectively and to make informed decisions about brand-building activities, it is important to be sensitive to the ways in which strong brands create value.

Third, brand equity creates value for the customers as well as the firm. The word customer refers to both end users and those at the infrastructure level.

Finally, for assets or liabilities to underlie brand equity, they must be linked to the name and symbol of the brand. If the brand's name or symbols should change, some or

all of the assets or liabilities could be affected and even lost, although some might be shifted to the new name and symbol.

Leuthesser, L. et al (1995) stated that brand equity represents the value (to a consumer) of a product, above that which would result for an otherwise identical product without the brand's name. In other words, brand equity represents the degree to which a brand's name alone contributes value to the offering (again, from the perspective of the consumer).

The Marketing Science Institute (1998) defines brand equity as the set of associations and behaviors on the part of the brand's consumers, channel members, and parent corporations that permit the brand to earn greater volume or greater margins than it could without the brand name and that gives the brand a strong, sustainable, and differentiated advantage over competitors."

Brand equity can be defined as three distinct elements:

1. The total value of a brand as a separable asset – when it is sold or included on a balance sheet.
2. A measure of the strength of consumers' attachment to a brand.
3. A description of the associations and beliefs the consumer has about the brand.

Basically, consumers with a strong, favorable brand attitude should be more willing to pay premium prices for the brand (Starr and Robinson 1978), according to this

definition, brand equity stems from the greater confidence that consumers place in a brand than they do in its competitors. This confidence translates into consumer's loyalty and their willingness to pay a premium price for the brand. Consumers tend to buy brands with low brand equity like Packard Bell only at a price discount when compared to brands such as Compaq and IBM that can command a price premium (Pope, 1993). Similarly, a positive image should result in increased consumer search (Simonson, Huber, and Payne 1988) and a willingness to seek out distribution channels for the product or service. Finally, a positive brand image can increase marketing communication effectiveness. All aspects of the brand image are relevant in determining consumer response to advertising and promotion.

That is, customer-based brand equity involves consumers' reactions to an element of the marketing mix for the brand in comparison with their reactions to the same marketing mix attributed to a fictitiously named or unnamed version of the product or service. Favorable consumer response and positive customer-based brand equity, in turn, can lead to enhanced revenue, lower costs and greater profits. Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong and unique brand associations in memory (Kamakura and Russell, 1991). Moreover, brand equity is of interest to managers because of brand loyalty and brand extensions. Brand equity has a positive relationship with brand loyalty. Brand extensions are an area that are affected by the original brand's equity (Bridges, 1992). A current brand extension when compared to a new brand name has lower advertising costs and higher sales because of consumer knowledge of the original brand (Smith, 1991; Smith

and Whan Park, 1992). Interestingly, it has been found that consumers accept brand extensions more when the quality variations across the product line are small rather than large (Dacin and Smith, 1994).

From the study of competitive aspects of brand value created by brand equity (Pornpakdeetawanugoon, 2002), found out important roles of various marketing mix elements in building strong brand equity. To enhance the strength of a brand, marketers must invest in advertising, distribute through retail stores with good images, and increase distribution intensity. As for price, high brand equity may allow a company to charge a higher price because customers are willing to pay premium prices. Finally, high brand equity implies that customers have a lot of positive strong associations related to the brand, perceived the brand is of high quality, and are loyal to the brand. There are the positive potential benefits that the firm will gain economic value in the future.

2.1 Brand equity dimensions

Previous researchers have conceptualized brand equity as having five dimensions to brand equity, namely **perceived quality, perceived value, image, trustworthiness, and commitment** (Martin and Brown, 1990). After reviewing certain literature some modification has been done in these variables. First, the quality dimension has been replaced with performance that is more focused. Secondly, the reference of the image dimension has been limited to the social dimension, calling it social image. Third, since it is the researcher's intention to measure perceptual rather behavioral dimensions of brand equity a distinguish between commitment as a feeling versus commitment as action has

been considered. The researcher views the feeling only as a component of brand equity, judging behavior to be a consequence of brand equity rather than brand equity itself. The feeling interpretation of commitment is subsumed in proposed framework under the rubric of identification/attachment. The rest two dimensions remain the same.

2.1.1 Performance

In this study, the researcher uses “performance” as an inclusive term, to refer to the totality of the physical job. The performance has been defined as, “a consumer’s judgment about a brand’s fault-free and long-lasting physical operation and flawlessness in the product’s physical construction”. The reason that brand name is used by consumers to “infer” quality of an unfamiliar product is because that brand name has built, based on its association with other quality products carrying that name, a value or utility; that is, beliefs about quality (i.e. performance) have gone into that brand name’s value or equity, as our model explicitly states (Brucks and Zeithaml, 1991).

Performance is of critical essence for any brand. If a brand does not perform the functions for which it is designed and purchased, consumers would not buy the product and the brand will have very low levels of brand equity.

Product quality, in a broad sense is defined as superiority or excellence of a product (Zeithaml, 1991; Dawar, 1999). Two major problems can be reported on this definition: the first is that definition neglects the fact that a product’s state of quality has a wide range of degrees, starting from poor and unacceptable and ending with superior.

The second problem is the inherent element of subjectivity that can determine where, within that wide range, the quality of a product lies, and how it is oriented.

According to Zeithaml (1991) refers to the measurable and verifiable superiority on some predetermined ideal standard while perceived quality is the consumer's judgment or his global assessment (Dawar, 1999) about the superiority or excellence of that product. Perceived quality appears to be a highly subjective and relativistic concept, the value and extent of which would vary according to the judging subjects and identities. Product quality, as universally perceived by consumers, constitutes three major elements, the intrinsic cues, extrinsic cues, and the joint cues between the intrinsic and extrinsic (Olson and Jacoby, 1972; Olson, 1977).

Brands are symbols that consumers have learnt to trust over time, and they often signal intangible product qualities (Erdem 1993). This signal is often based on "experience attributes" such as perceived reliability, quality, and safety (Nelson 1970) that products and related marketing programs afford. Such intangibles often lead to more defensible advantages for the firm relative to "search attributes" (physical features and prices that are readily comparable across brands via inspection or information search) because consumer learning time and experience opportunities are limited. Search attributes, moreover, often can be copied readily by competitors, and it is only when they have not been (because of insufficient time, patent protection, proprietary production and distribution processes, or creative promotion), that they also contribute to brand equity.

Broniarczyk and Alba (1994) provide empirical support for this signaling interpretation of brand equity.

The importance of delivering consistent quality in order to fulfill a branded promise cannot be underestimated. Perceived quality provides a reason to buy, a point of differentiation, an opportunity for premium pricing, channel interest and a basis for brand extensions. The keys to delivering quality are to identify those quality dimensions that are important to the consumer and to communicate that message in a credible manner (Aaker, 1996).

2.1.2 Social image

The researcher has limited the reference of the image dimension to the social dimension, calling it social image. The social image has been defined as “the consumer’s perception of the esteem in which the consumer’s social group holds the brand. It includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand”. (Lassar, W., Mittal, B., & Sharma, A. , 1995). Social image is value adding because of the social reputation associated with owning or using a brand. For example, although Timex and Swatch watches may perform equally, the Swatch brand name connotes greater value among the American youth. Social image contributes more to a brand’s equity in product categories such as designer clothing and perfumes.

The self-expressive benefit relates to the ability of a brand to help a consumer to communicate his or her self-image. Since consumers have multiple roles, the consumer

has an associated self-concept and a need to express that self-concept. The purchase and use of brand is one way to fulfill the need for self-expression (Aaker, 1991).

Earlier, managers focused upon functional or utilitarian product benefits in order to differentiate their products from the competition. However, the number of brands claiming the similar benefits rapidly grew in the marketplace because such attributes could easily be copied. Because consumers can easily perceive brands as people and can attribute human characteristics and personality traits to them, research brands suggested that higher the congruity between a consumer's own personality and brand's personality, the greater the preference that would result for the brand (e.g., Sirgy 1982). For example, those who perceive themselves or would like to be perceived as high status people, would be more prone to prefer a brand that high status characteristics.

The primary purpose of brands and brand names is to provide for the user a symbolic meaning which assists the user in the recognition and decision-making process. Brands often develops a "personality" of their own that has an effect on whether users decide the product's image is consistent with their needs and social image. With this "personality" often goes a reputation as well. A growing number of companies are using well-known brand names to convince customers of the value of their products. Consciously or unconsciously, consumers prefer products or brands that hold particular symbolic implications (Elliott and Wattanasuwan, 1998) because they help consumers express their self-identity where the self-identity can be the subject's actual identity, ideal identity or a social identity (e.g., Malhotra 1988; Belk 1988; Sirgy 1982; Solomon 1983).

In consumer research, it is argued that consumers' personalities can be inferred from the brands they use, from their attitudes towards different brands and from the meanings brands have for them. Consumers have a perception of themselves and they make brand decisions on the basis of whether owning or using a particular brand, which has a particular image, is consistent with their own self-image. They consider whether the ownership of certain brands communicates the right sort of image about themselves. Brands are only bought if they enhance the conception that consumers have of themselves, or if they believe the brand's image to be similar to that which they have of themselves. Just as people take care choosing friends who have a similar personality to themselves, so brands, which are symbolic of particular images, are chosen with the same concern. As brands serve as expressive devices, people therefore prefer brands whose image is closest to their own self-image. A person's self-concept is formed in childhood. From many social interactions, the person becomes aware of their actual self-concept—an idea of who they think they are. However, when they look inward and assess themselves, they may wish to change their actual self-concept to what is referred to as the ideal self-concept—who they think they would like to be. To aspire to the ideal self-concept, the person buys and owns brands, which he believes, supports the desired self-image.

The purpose of buying and using particular brands is either to maintain or to enhance the individual's self-image. By using brands as symbolic devices, the person is communicating certain things about himself. Most importantly, when he buys a particular brand and receives a positive response from his peer group, he feels that his self-image is

enhanced and, will be likely to buy the brand again. In effect, he is communicating that he wishes to be associated with the kinds of people he perceives as consuming that particular brand.

There is a considerable amount of research supporting this idea of the self-concept, based on research in product fields such as cars, cleaning products, leisure activities, clothing, retail store loyalty, electrical appliances and home furnishing. Several studies have looked at car buying and have shown that the image that a car owner has of him is congruent with the image of the mark of car he owns. Owners of a particular car hold similar self-concepts to those they attributed to other consumers of the same car. Also, if the car purchaser's self-image is dissimilar to the image he perceives of different brands of cars, he will be unlikely to buy one of these brands.

Consumers anticipate and then evaluate the people that they are likely to meet at a particular event, for example those going to an important dinner party. They then draw on their repertoire of self-images to select the most appropriate self-image for the situation. If the situation requires products to express the situational self-image, for example a certain type of clothing, the consumer may decide to buy new clothes. When shopping they will consider the images of different clothes and select the brand which comes closest to meeting the situational self-image they wish to project at the dinner party.

Finally, it needs to be realized that there is an interaction between the symbolism of the brand being used and the individual's self-concept. Not only does the consumer's

self-image influence the brands that they select, but the brands have a symbolic value and this in turn influences the consumer's self-image.

2.1.3 Value

The value is defined as “the perceived brand utility relative to its cost, assessed by the consumer and based on simultaneous considerations of what is received and what is given up to receive it”. Price/value is included because consumer choice of a brand depends on a perceived balance between the price of a product and all its utilities. Some brands have higher brand equity because of their price value (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Rao and Monroe (1989) believe that methodological issues such as type of research design and control of price manipulation can provide some explanation for the inconsistent findings in previous studies. Zeithaml (1991) states that the use of price as an indicator of quality depends on three major categories of factors:

- Information: When other cues than the price, whether intrinsic or extrinsic are clear and readily accessible, consumers would more likely rely on these cues than on price to infer quality.
- Individual: There is a great variation in how much consumers know, to what extent, and what cost they are willing to know more on what they buy. Obviously, lack of awareness and lower levels of consumer knowledge about prices, products

and market would not make it possible for consumers to use price as a signal for quality.

- Product-related factors: When the nature of a product does not allow a great deal of variation across brand names such as salt or sugar, consumers would be less likely to depend on price as an indicator of quality. On the contrary, they may do so when they buy products the quality of which vary significantly across brand names such as telephones.

Hauser and Urban (1986) believed that product value is a relative concept of consumer utility. They specifically stated that utility obtained per dollar paid is what describes the consumer purchase value. Similarly, Sawyer and Dickson (1984) defined value as a ratio of attributes weighted by their evaluations divided by price weighted by its evaluation. Questioning consumers on what the term “value” meant to them, Zeithaml (1991) collected a wide variety of consumer perceptions, from the simply stated as value is just a low price, to more personal and idiosyncratic view as in value is “whatever I want for the price I pay”.

Value in the context of a brand is much more than price. It is also more than value for money where value is measured in how much is obtained for a particular price. While this is significant advance on price as a measure of value, it is still a functional measure and at its most basic is seen in measures of price per kilo or litre. Value is what the consumer assesses to be the value to them of the brand’s benefits. The principal reflection

of this value is their willingness to repurchase. Competitor pricing within a market is a crucial secondary consideration but becomes more important that smaller is the difference in benefits between competing brands. So value is the consumer's perception based on price, product quality, relevance, uniqueness and the psychological values associated with the brand as conveyed by advertising.

A brand's price is also related to the benefits that the brand provides. A price that is too high relative to the benefits will undercut the product or service's value proposition, as brands are not evaluated independent of price. A brand that is seen as overpriced by customers will not be rewarded even if there are clear and meaningful benefits.

Price, however, is a complex construct. While a higher price can reduce the value proposition, it can also signal higher quality. Within a brand's competitive set, a high relative price signals a higher- quality or premium position, and a low relative price signals a lower- quality or value position.

2.1.4 Trustworthiness

The trustworthiness has been defined as, "the confidence a consumer places in the firm and the firm's communications, and as to whether the firm's actions would be in the consumer's interest". Trustworthiness is included because consumers place high value in the brands that they trust (Lassar, W., Mittal, B., & Sharma, A. , 1995). As an example, consumers' trust in Nordstrom has translated into a higher level of equity for Nordstrom

stores. Conversely, distrust in a brand negatively affects brand equity. Sears automobile repair service briefly lost its consumer franchise in the wake of revelations that it made unnecessary repairs.

A firm positions its brand by using the organization's attributes such as innovation, a drive for quality, and a concern for the environment. A firm can position its brand with respect to a competitor. Sometimes it is not important how good customers think a firm is, but how they believe it is better than a given competitor. While this brand association can be accomplished by comparative advertising, it is not usually allowed in some countries (Cateora, 1996).

A trustworthy organization will be trusted and believed when it makes claims. An organization viewed as trustworthy would be perceived as honest in its communication and dealings with customers, dependable and sensitive to consumer needs. Some firms, such as Hewlett-Packard and Levi Strauss, are trusted because their policies toward societal problems and /or their employees are interpreted as a general commitment to "doing the right thing". That sense of trustworthiness carries over to communication about product capabilities. Trust, frequently a part of the core identity of a corporate brand, provides a strong basis for a relationship between an organization and its customers. Urban, Sultan, and Qualls (2000) propose customer trust as an essential element in building strong customer relationships and sustainable market share. More directly, Reichheld and Scheffer (2000) observes "to gain the loyalty of customers, you must first gain their trust."

2.1.5 Attachment

We defined the attachment as “the relative strength of a consumer’s positive feelings toward the brand”. Identification/attachment is included because consumers come to identify with some brands and develop sentimental attachment with those brands (Lassar, W., Mittal, B., & Sharma, A. , 1995). The vehement protests, which the brief removal of “old” Coca-Cola brought forth by its loyal fans, exemplify this dimension and its power in augmenting a brand’s utility.

Aaker (1991) represent the bases for purchase decisions and for brand loyalty. There are a host of possible associations and a variety of ways they can provide value. He identifies the possible ways in which associations create value to the consumer: helping to process/retrieve information about a brand; generating a reason to buy, and creating positive attitudes/ feelings.

A criticism often voiced is that many models of consumer behavior do not pay sufficient attention to the social meanings people perceive in different products. A lot of emphasis has historically been placed on the functional utility of products, at the expense of ignoring the way that some people buy products for good feelings, fun and in the case of art and entertainment, even for fantasies. However, consumer research and marketing activity is changing to reflect the way that increasingly consumers are evaluating products not just in terms of what they can do, but also what they mean.

Chapter III

Research Frameworks

In this chapter, conceptual framework, theoretical framework, research hypothesis and operationalization of all variables are described.

3.1 Theoretical Framework

Definition of Variables: Dimensions of Brand Equity

Performance: Performance is of critical essence for any brand. If a brand does not perform the functions for which it is designed and purchased, consumers would not buy the product and the brand will have very low levels of brand equity (Brucks, M., & Zeithaml, V.A. (1991).

Social image: Social image is value adding because of the social reputation associated with owning or using a brand. For example, although Timex and Swatch watches may perform equally, the Swatch brand name connotes greater value among the American youth. Social image contributes more to a brand's equity in product categories such as designer clothing and perfumes (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Value: Value is included because consumer choice of a brand depends on a perceived balance between the price of a product and all its utilities. Some brands have higher brand equity because of their price value. As an example, Honda cars have brand equity because of their price value (i.e. performance when compared to price) whereas Lexus

cars have their equity due to their high performance and social image (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Trustworthiness: Trustworthiness is included because consumers place high value in the brands that they trust. As an example, consumers' trust in Nordstrom has translated into a higher level of equity for Nordstrom stores. Conversely, distrust in a brand negatively affects brand equity. Sears automobile repair service briefly lost its consumer franchise in the wake of revelations that it made unnecessary repairs (Lassar, W., Mittal, B., & Sharma, A. , 1995).

Attachment: Attachment is included because consumers come to identify with some brands and develop sentimental attachment with those brands. The vehement protests which the brief removal of "old" Coca-Cola brought forth by its loyal fans exemplify this dimension and its power in augmenting a brand's utility (Lassar, W., Mittal, B., & Sharma, A. , 1995).

3.2 Conceptual Framework

The following framework based on Theoretical Framework:

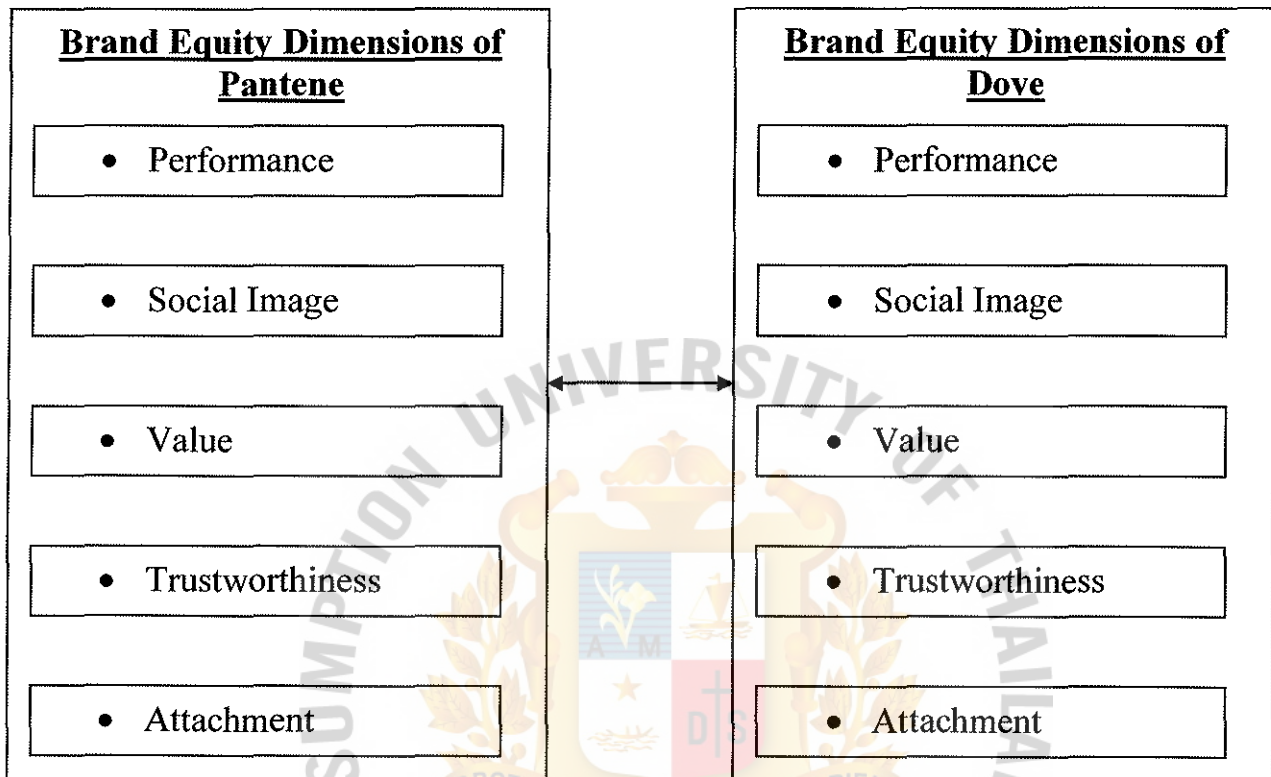


Figure 3.1 Conceptual Framework of Comparative the Difference of Consumers' Perception about Brand Equity

Researcher focuses on five dimensions of brand equity. In particular, from the study of Lassar, Mittal and Sharma (1995), the researcher has used their concept as the useful practice for adjust the conceptual framework and applied by using brand equity dimensions which is consist of performance, social image, value, trustworthiness and attachment as a representative set of brand equity measurement. This study is to compare each of brand equity dimensions between Pantene and Dove brands and to compare overall brand equity between Pantene and Dove.

3.3 Research Hypothesis

In this study, categories of variables are hypothesized to compare the different of each dimension of brand equity and compare the different of consumers' perception about brand equity between Pantene and Dove brands that consists of:

Hypothesis

Dimensions of Brand Equity measurement

(1) Performance

Ho1: There is no difference in consumers' perception about performance of Pantene and Dove brands.

Ha1: There is a difference in consumers' perception about performance of Pantene and Dove brands.

(2) Social Image

Ho2: There is no difference in consumers' perception about social image Pantene and Dove brands.

Ha2: There is a difference in consumers' perception about social image of Pantene and Dove brands.

(3) Value

Ho3: There is no difference in consumers' perception about value of Pantene and Dove brands.

Ha3: There is a difference in consumers' perception about value of Pantene and Dove brands.

(4) Trustworthiness

Ho4: There is no difference in consumers' perception about trustworthiness of Pantene and Dove brands.

Ha4: There is a difference in consumers' perception about trustworthiness of Pantene and Dove brands.

(5) Attachment

Ho5: There is no difference in consumers' perception about attachment of Pantene and Dove brands.

Ha5: There is a difference in consumers' perception about attachment of Pantene and Dove brands.

Compare the consumers' perception about brand equity between Pantene and Dove

Ho6: There is no difference in consumers' perception about brand equity of Pantene and Dove brands

Ha6: There is a difference in consumers' perception about brand equity of Pantene and Dove brands.

3.4 Operationalization of Variables

Concept Definition	Operational Definition	Level of Measurement	Question Number
Brand Equity	The value (to a consumer) of a product, above that which would result for an otherwise identical product without the brand's name. In other word, brand equity represents the degree to which a brand's name alone contributes value to the offering (again, from the perspective of the consumer). Brand equity composed of Performance, Social image, value, trustworthiness and attachment.	Interval	1.1-5.3
<u>Brand equity Dimensions</u>			
1.Performance	A consumer's judgment about a brand's fault-free and long-lasting physical operation and flawlessness in the product's physical construction.	Interval	1.1-1.4
2. Social Image	The consumer's perception of the esteem in which the consumer's social group holds the brand. It includes the attributions a consumer makes and a consumer thinks that others make to the typical user of the brand.	Interval	2.1-2.4
3. Value	The perceived brand utility relative to its costs, assessed by the consumer and based on simultaneous considerations of what is received and what is given up to receive it.	Interval	3.1-3.3
4. Trustworthiness	The confidence a consumer places in the firm and the firm's communications, and as to whether the firm's actions would be in the consumer's interest.	Interval	4.1-4.3
5. Attachment	The relative strength of a consumer's positive feelings toward the brand.	Interval	5.1-5.3

Chapter IV

Research Methodology

The purpose of this chapter is to provide an overview of research methodology that is used to conduct this study. There are five main topics that will be explained in this chapter. It includes information about the research method used, the respondents and sampling method. It will also include information about the research instrument/questionnaire that will be used to collect data. Further information about the source of data both primary and secondary will be explained.

4.1 Research Method: Sample Survey

The descriptive research was used as the research methodology of this study. A descriptive study discovers answers to the questions *who, what, when, where* and sometimes, *how*. The researcher has attempted to describe or define a subject, often by creating a profile of a group of problems, people, or events. The study has involved the collection of data by sample survey and by creating a distribution of the number of times. The researcher has observed a single event or characteristic.

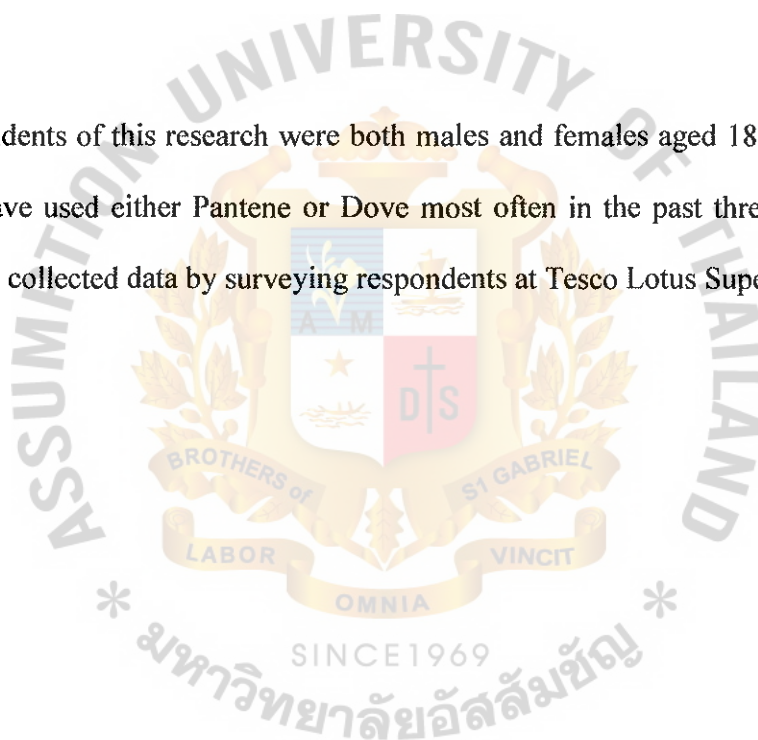
The descriptive research was used to describe the characteristics of certain groups as well as to estimate the proportion of people in a specified population who behave in a certain way. The descriptive research was designed for this study in order to describe the respondents' perception on brand equity dimensions and also demographic characteristics.

The **sample survey** was considered an appropriate technique because it can collect a great deal of data about an individual respondent at one time and also because it is quick, inexpensive, efficient and accurate means of assessing information about a population. A closed- form questionnaire was used to help researcher to collect data for this research.

4.2 Respondents and Sampling procedures

Population

The respondents of this research were both males and females aged 18 years and above and who have used either Pantene or Dove most often in the past three months. The researcher has collected data by surveying respondents at Tesco Lotus Super center.



Sample size

The total population of Bangkok citizens is approximately 6,355,144 people (source: National Statistical Office of Thailand year2000). This number of respondent for this research was **384**. This was based on Gary & Anderson Table, 1995 which is as follows:

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>N is the population size</i> <i>S is sample size</i>								>1,000,000	384

Table 4.1: Determining Sample Size for Research Activities

Source: Gary & Anderson, 1995

According to the recommendation provided in the table 4.1, the sample size for this research was 384 respondents because exact population of the users of these two brands of shampoo was not known. In order to compare differences between two

shampoo brands (Pantene and Dove), the researcher has used the quota sampling and included 50:50 of the total sample size for each Pantene and Dove respondent.

Sample Plan

The sample size for the study was 384 respondents who have usually used either Pantene or Dove most often in the past three months and live in Bangkok. There are four super centers in Thailand that are Tesco- Lotus, Casino Big-C, Makro and Carrefour. The location that researcher selected to collect the data was Tesco- Lotus super center in Bangkok area which has the highest number of branches (source: Siam Future Development PLC website, reference: End of year 2002). The researcher has designed the sampling procedure by using multiple stage sampling.

Step 1: Simple random sampling was used to assure that each element in the population has equal chance of being chosen. The random sampling was done by selecting three from thirteen of Tesco Lotus supercenter location in Bangkok area. These three locations are those where consumers of high-income group make shopping. These were Rama III road, Sukhumwit road and Ladprao-Paholyotin Road.

Location	Number of respondent
Rama III road	128
Sukhumwit road	128
Ladprao- Paholyotin road	128
Total	384

Table 4.2: The proportion of population for each location

Step2: Quota sampling was used to ensure that various subgroups in a population are presented on pertinent sample characteristics to the exact extent by setting 192 samples each for Pantene and Dove respondents in proportion of 50:50 classified in shampoo brands.

Location	Pantene respondent (50%)	Dove respondent (50%)
Rama III road	64	64
Sukhumwit road	64	64
Ladprao- Paholyotin road	64	64
Total (100%)	<u>192</u>	<u>192</u>

Table 4.3: Sample Size Classified

Step3: Non- Probability Sampling Method: convenience sampling was used in order to collect the data for this research. This is the cheapest and easiest to conduct the research. In Non- Probability Sampling, the probability of any particular member of the population being chosen is not known. Therefore, the researcher collected the data from people who have usually used either Pantene or Dove shampoo most often in the past three month at the Tesco-Lotus super center in Bangkok.

4.3 Research Instrument: Questionnaires

Research instrument used in this research was questionnaire for data collection on the consumers' perception on brand equity of Pantene and Dove consumers. It consisted of questions asked to the respondents who have usually used either Pantene or Dove most often in the past three months in Bangkok area. All questions used Likert-Scale and were represented in two main parts:

Part 1: Consumers' perception on Pantene or Dove brand in five dimensions that are: performance, social image, value, trustworthiness and attachment.

Part2: Demographic characteristics were investigated in term of gender, age category, highest education level, income per month and occupation.

4.4 Collection of Data/ Gathering procedures

Primary data

There are three branches of Tesco-Lotus supercenter that includes: Rama III road, Sukhumwit road and Ladprao-Paholyotin road and these were used for collecting data between June 20 to August 22, 2003. All data were collected through survey by using questionnaires as the instrument to gather information of consumers' perception on shampoo brand and demographic characteristics of respondents. The self-administered questionnaire was used for collecting the information obtained from respondents in sampling unit.

Secondary data

Secondary data was collected from many sources such as library including marketing journals, consumer behavior and marketing textbooks, search engine and internet journals related to the topic of this research.

4.5 Pretest

The researcher has done a pretest to explore the questionnaire by using 50 respondents to test the reliability of the questionnaire for brand equity dimensions part. Since the target population of this research were consumers who usually have used either Pantene or Dove brand, therefore the researcher separate the respondents into two groups that is 25 persons each for Pantene and Dove consumers. After getting the results of the questionnaire from the pretest, the reliability value is shown on the following table.

Variable	Reliability (Alpha)
Brand Equity Dimensions:	
Performance	0.7448
Social Image	0.6924
Value	0.7105
Trustworthiness	0.6313
Attachment	0.6936
Total (50 cases)	0.8965

Table 4.5: The Reliability Coefficients Testing

As the total results of the reliability testing from the pretest on the dimensions of brand equity for both brands are **0.8965** ($0.8965 > 0.60$), it indicated that this research questionnaire is sufficient for examining the hypotheses of this research.

4.6 Statistic Treatment of data

The information obtained from the respondents was used for statistical analysis through the SPSS (Statistical Package for the Social Sciences) for window program.

Independent Sample T-test

The Independent Sample T-test was used for testing hypothesis number 1-6 to test the means difference on the hypothesis for the brand equity dimensions. Independent T-test was used to test the hypothesis stating the mean scores on some interval or ratio scale variable will be significantly different for two independent samples or groups. To use independent T-test for difference of means, it was assumed the two samples were drawn from normal distribution.

Chapter V

Presentation of Data and Critical Discussion of Results

This chapter presents the results of the data analysis according to the procedure discussed in previous chapter. The analysis results are based on the data of 384 samples, collected from consumers who have ever used Pantene or Dove shampoo in the past three months. The collected data was grouped in following two sections: First section is the descriptive statistics analysis of demographic data of respondents including gender, age category, highest education level, income per month and occupation are presented by frequency and percentage and descriptive statistics analysis of all variables. Second section is Hypothesis testing which is classified into two parts that is: (1) To test the mean difference of consumers' perception about brand equity dimensions between Pantene and Dove that composed of performance, social image, value, trustworthiness and attachment. (2) To test the mean difference of consumers' perception about brand equity between Pantene and Dove.

5.1 Descriptive analysis

Descriptive statistics analysis of a comparative study of consumers' perception about brand equity of two shampoo brands composes of two parts: First is demographic data of respondents which is presented in frequency and percentage, second part is descriptive statistics analysis of variables are presented in number of case, mean, standard deviation.

5.1.1 Descriptive statistics analysis of demographic data

This part identifies the characteristics of the respondents who participated in this study. Their gender, age category, highest education level, income per month and occupation are shown in tables 5.1-5.5

Table 5.1: Gender

			Which brand do you use most often in the past three months?		
			Pantene	Dove	Total
Male and female respondents	Male	Count	23	9	32
		% within Male and female respondents	71.9%	28.1%	100.0%
		% within Which brand do you use most often in the past three months?	12.0%	4.7%	8.3%
		% of Total	6.0%	2.3%	8.3%
	Female	Count	169	183	352
		% within Male and female respondents	48.0%	52.0%	100.0%
		% within Which brand do you use most often in the past three months?	88.0%	95.3%	91.7%
		% of Total	44.0%	47.7%	91.7%
Total		Count	192	192	384
		% within Male and female respondents	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	100.0%	100.0%	100.0%
		% of Total	50.0%	50.0%	100.0%

From table 5.1, it can be seen that the total number of respondents was equal to 384. It included 192 samples collected from Pantene and 192 samples from Dove consumers. A very huge majority (91.7%) of respondents were female whereas just only 8.3% were male. The male respondents who have used Pantene and Dove included 71.9% and 28.1% respectively. Te female respondents who have used Pantene and Dove included 48.0% and 52.0% respectively. Moreover, 6.0% are male from all respondents of Pantene and 2.3% are male from all respondents of Dove. For the female group, 44.0%

are female from all the respondents of Pantene and 47.7% are female from all the respondents of Dove.

Table 5.2: Age category

			Which brand do you use most often in the past three months?		
			Pantene	Dove	Total
Number of years a person lives	Below 18	Count	3	3	6
		% within Number of years a person lives	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	1.6%	1.6%	1.6%
		% of Total	.8%	.8%	1.6%
	18-25	Count	90	101	191
		% within Number of years a person lives	47.1%	52.9%	100.0%
		% within Which brand do you use most often in the past three months?	46.9%	52.6%	49.7%
		% of Total	23.4%	26.3%	49.7%
	26-35	Count	55	76	131
		% within Number of years a person lives	42.0%	58.0%	100.0%
		% within Which brand do you use most often in the past three months?	28.6%	39.6%	34.1%
		% of Total	14.3%	19.8%	34.1%
	36-45	Count	44	12	56
		% within Number of years a person lives	78.6%	21.4%	100.0%
		% within Which brand do you use most often in the past three months?	22.9%	6.3%	14.6%
		% of Total	11.5%	3.1%	14.6%
Total		Count	192	192	384
		% within Number of years a person lives	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	100.0%	100.0%	100.0%
		% of Total	50.0%	50.0%	100.0%

The major group of respondents was aged between 18-25 years. It was followed by those whose age ranged between 26-35, 36-45 and below 18 and their percentages was

49.7%, 34.1%, 14.6% and 1.6% respectively. The percentage of respondents aged below 18 for Pantene and Dove from all respondents counted for 0.8% and 0.8% respectively. The percentage of respondents aged between 18-25 years for Pantene and Dove from all respondents counted for 23.4% and 26.3% respectively. The percentage of respondents aged between 26-35 years for Pantene and Dove from all respondents counted for 14.3% and 19.8% respectively. The percentage of respondents aged between 36-45 years for Pantene and Dove from all respondents counted for 11.5% and 3.1% respectively.



Table 5.3: Highest education level

			Which brand do you use most often in the past three months?		
			Pantene	Dove	Total
Highest education of a person	High school	Count	3	3	6
		% within Highest education of a person	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	1.6%	1.6%	1.6%
		% of Total	.8%	.8%	1.6%
	College	Count	1	2	3
		% within Highest education of a person	33.3%	66.7%	100.0%
		% within Which brand do you use most often in the past three months?	.5%	1.0%	.8%
		% of Total	.3%	.5%	.8%
	University certificate	Count	4	13	17
		% within Highest education of a person	23.5%	76.5%	100.0%
		% within Which brand do you use most often in the past three months?	2.1%	6.8%	4.4%
		% of Total	1.0%	3.4%	4.4%
	Bachelor Degree	Count	153	166	319
		% within Highest education of a person	48.0%	52.0%	100.0%
		% within Which brand do you use most often in the past three months?	79.7%	86.5%	83.1%
		% of Total	39.8%	43.2%	83.1%
	Master Degree	Count	31	8	39
		% within Highest education of a person	79.5%	20.5%	100.0%
		% within Which brand do you use most often in the past three months?	16.1%	4.2%	10.2%
		% of Total	8.1%	2.1%	10.2%
Total		Count	192	192	384
		% within Highest education of a person	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	100.0%	100.0%	100.0%
		% of Total	50.0%	50.0%	100.0%

Table 5.3 shows the highest education level of the respondents. The majority of all respondents (83.1%) held Bachelor Degree, 10.2% held Master Degree, 4.4% held

University Certificate, 1.6% held high school and 0.8% were graduated up to College level. There were 39.8% of total respondents for Pantene and 43.2% for Dove who graduated up to Bachelor Degree. From total respondents, 8.1% for Pantene and 2.1% for Dove respondents were graduated up to Master Degree. The respondents who graduated for university certificate were 1.0% for Pantene and 3.4% for Dove. The high school level respondents were 0.8% for Pantene and 0.8% for Dove. There were only 0.3% who were derived from total respondents for Pantene and 0.5% for Dove.



Table 5.4: Income per month

			Which brand do you use most often in the past three months?		
			Pantene	Dove	Total
Individual income per month	8,000 or less	Count	5	6	11
		% within Individual income per month	45.5%	54.5%	100.0 %
		% within Which brand do you use most often in the past three months?	2.6%	3.1%	2.9%
		% of Total	1.3%	1.6%	2.9%
	8,001-12,000	Count	106	102	208
		% within Individual income per month	51.0%	49.0%	100.0 %
		% within Which brand do you use most often in the past three months?	55.2%	53.1%	54.2%
		% of Total	27.6%	26.6%	54.2%
	12,001-16,000	Count	48	76	124
		% within Individual income per month	38.7%	61.3%	100.0 %
		% within Which brand do you use most often in the past three months?	25.0%	39.6%	32.3%
		% of Total	12.5%	19.8%	32.3%
	16,001-20,000	Count	18	8	26
		% within Individual income per month	69.2%	30.8%	100.0 %
		% within Which brand do you use most often in the past three months?	9.4%	4.2%	6.8%
		% of Total	4.7%	2.1%	6.8%
	20,001 or more	Count	15		15
		% within Individual income per month	100.0%		100.0 %
		% within Which brand do you use most often in the past three months?	7.8%		3.9%
		% of Total	3.9%		3.9%
Total		Count	192	192	384
		% within Individual income per month	50.0%	50.0%	100.0 %
		% within Which brand do you use most often in the past three months?	100.0%	100.0%	100.0 %
		% of Total	50.0%	50.0%	100.0 %

From the total number of respondents when classified by their income per month, it was found that the biggest group of respondent were those whose income per month ranged between Baht 8,001-12,000 and it was followed by those whose income per month ranged between Baht 12,001-16,000, 16,001-20,000, 20,001 or more and below 8,000, respectively.

In Pantene consumer group, the largest group of respondents whose income per month ranged between Baht 8001 – 12000 and these counted for 27.6%. The other respondents with income ranging between Baht 12,001-16,000, 16,001-20,000, 20,001 or more and below 8,000 counted for 12.5%, 4.7%, 3.9% and 1.3%, respectively.

In Dove consumer group, the group of respondents whose income per month ranged between Baht 8001 – 12000 counted for 26.6%. The other respondents with income ranging 12,001-16,000, 16,001-20,000, below 8,000 counted for 19.8%, 2.1%, 1.6% and 0.0%, respectively.

Table 5.5: Occupation

			Which brand do you use most often in the past three months?		
			Pantene	Dove	Total
The job that a person does	Student	Count	4	9	13
		% within The job that a person does	30.8%	69.2%	100.0%
		% within Which brand do you use most often in the past three months?	2.1%	4.7%	3.4%
		% of Total	1.0%	2.3%	3.4%
	Management	Count	23	8	31
		% within The job that a person does	74.2%	25.8%	100.0%
		% within Which brand do you use most often in the past three months?	12.0%	4.2%	8.1%
		% of Total	6.0%	2.1%	8.1%
	Government	Count	1	3	4
		% within The job that a person does	25.0%	75.0%	100.0%
		% within Which brand do you use most often in the past three months?	.5%	1.6%	1.0%
		% of Total	.3%	.8%	1.0%
	Employee	Count	156	169	325
		% within The job that a person does	48.0%	52.0%	100.0%
		% within Which brand do you use most often in the past three months?	81.3%	88.0%	84.6%
		% of Total	40.6%	44.0%	84.6%
	Owning business	Count	8	3	11
		% within The job that a person does	72.7%	27.3%	100.0%
		% within Which brand do you use most often in the past three months?	4.2%	1.6%	2.9%
		% of Total	2.1%	.8%	2.9%
Total		Count	192	192	384
		% within The job that a person does	50.0%	50.0%	100.0%
		% within Which brand do you use most often in the past three months?	100.0%	100.0%	100.0%
		% of Total	50.0%	50.0%	100.0%

As shown in Table 5.5, it can be seen that a very large number of respondents from the total respondents were working as employees, and it counted for 84.6%. This was followed by those whose occupation was as management people, student, owning business and working in government and their percentages counted for 8.1%, 2.9%, 3.4% and 1.0%, respectively.

The largest group of respondents from the viewpoint of their occupation for Pantene consumers was working as employees and it counted for 40.6% of total respondents. It was followed by those groups of respondents whose occupation was as management, owning business, students and working in the government and their percentages was 6.0%, 2.1%, 1.0% and 0.3%, respectively.

The largest group of respondents from the viewpoint of their occupation for Dove consumers was employees as well, which counted for 44.0% of total respondents. Those groups of respondents whose occupation was as student, management and working in government and owning business and their percentages were counted as 2.3%, 2.1%, and 0.8% respectively.

5.1.2 Descriptive statistics analysis of all variables

This part presents the descriptive statistics analysis of variables and are shown in tables 5.6-5.10 in term of the number of case, mean and standard deviation of brand equity dimensions variables, which compose of performance, social image, value, trustworthiness and attachment.

Table 5.6: Performance

Group Statistics					
	Which brand do you use most often in the	N	Mean	Std. Deviation	Std. Error Mean
I can expect superior performance.	Pantene	192	4.54	.500	.036
	Dove	192	4.01	.579	.042
I can feel this brand is better than others.	Pantene	192	4.44	.519	.037
	Dove	192	3.81	.518	.037
This brand made so as to solve my hair problems.	Pantene	192	4.17	.525	.038
	Dove	192	3.85	.468	.034
This brand will work very well.	Pantene	192	4.47	.501	.036
	Dove	192	4.13	.332	.024
MEANPER	Pantene	192	4.4063	.33208	.02397
	Dove	192	3.9505	.31565	.02278

From the result as shown in table 5.6, it can be seen that the mean of consumers' perception about performance of Pantene is 4.4063, which was higher than that of Dove. The mean for Dove is 3.9505. This signifies that consumers perceive performance of Pantene to be superior to that of Dove.

Table 5.7: Social image

Group Statistics

	Which brand do you use most often in the	N	Mean	Std. Deviation	Std. Error Mean
This brand fits my personality.	Pantene	192	4.30	.590	.043
	Dove	192	3.98	.421	.030
I would be proud to own this brand.	Pantene	192	4.42	.592	.043
	Dove	192	3.96	.360	.026
This brand will be regarded by my friends	Pantene	192	4.34	.527	.038
	Dove	192	4.04	.360	.026
In its status and ability, this brand matches my	Pantene	192	4.45	.499	.036
	Dove	192	4.06	.293	.021
MEANIMA	Pantene	192	4.3776	.35076	.02531
	Dove	192	4.0091	.19877	.01435

From the result as shown in table 5.7, it can be seen that the mean of consumers' perception about social image of Pantene is 4.3776, which is higher than that of Dove. The mean for Dove was 4.0091. This signifies that the consumers perceive social image of Pantene is higher than that of Dove. This further explains that consumer perceived proud for owning their preferred brand and it fits to their personality more than Dove.

Table 5.8: Value

Group Statistics					
	Which brand do you use most often in the	N	Mean	Std. Deviation	Std. Error Mean
This brand is well priced.	Pantene	192	4.16	.430	.031
	Dove	192	4.02	.452	.033
I will get much more than my money's worth.	Pantene	192	4.38	.518	.037
	Dove	192	4.06	.508	.037
I consider this brand to be bargain because	Pantene	192	4.41	.533	.038
	Dove	192	4.14	.404	.029
MEANVAL	Pantene	192	4.3142	.33103	.02389
	Dove	192	4.0729	.31151	.02248

From the result as shown in table 5.8, it can be observed that the mean of consumers' perception about value of Pantene is 4.3142, which is higher than that of Dove. The mean for Dove with mean was 4.0729. Thus, consumers perceive the value of Pantene is good value for money than Dove.

Table 5.9: Trustworthiness

Group Statistics					
	Which brand do you use most often in the	N	Mean	Std. Deviation	Std. Error Mean
Company and people who stand behind to be very trustworthy.	Pantene	192	4.32	.595	.043
	Dove	192	4.22	.465	.034
In regard to consumer interests, this company seems to be very caring.	Pantene	192	4.26	.546	.039
	Dove	192	4.03	.361	.026
I believe that this company does not take	Pantene	192	4.27	.468	.034
	Dove	192	4.24	.466	.034
MEANTRUS	Pantene	192	4.2830	.37413	.02700
	Dove	192	4.1649	.29736	.02146

From the result as shown in table 5.9, it can be seen that the mean of consumers' perception about trustworthiness of Pantene is 4.2830, which is higher than that of Dove. The mean for Dove was 4.1649. This means that trustworthiness of Pantene is perceived more Dove.

Table 5.10: Attachment

Group Statistics					
	Which brand do you use most often in the	N	Mean	Std. Deviation	Std. Error Mean
After use, I am very likely to grow fond of it.	Pantene	192	4.33	.471	.034
	Dove	192	4.14	.391	.028
For this brand of shampoo, I have positive personal feelings.	Pantene	192	4.44	.497	.036
	Dove	192	4.16	.369	.027
With time, I will develop a warm feeling toward this	Pantene	192	4.36	.561	.041
	Dove	192	4.07	.627	.045
MEANATT	Pantene	192	4.3750	.35530	.02564
	Dove	192	4.1250	.33507	.02418

From the result as shown in table 5.10, it can be seen that the mean of consumers' perception about attachment of Pantene is 4.3750, which is higher than that of Dove. The mean for Dove was 4.1250 in this regard. This suggests that the attachment of Pantene is perceived more by consumers to be positive as compared to Dove.

5.2 Hypothesis testing

In this section, results for hypothesis testing will be explained. There were six hypotheses to be tested and they were classified into two parts, which are:

First part (hypothesis number 1-5): To test the mean difference of consumers' perception about brand equity dimensions which composed of performance, social image, value, trustworthiness and attachment between two shampoo brands (Pantene and Dove)

Second part (hypothesis number 6): To test the mean difference of consumers' perception about brand equity between two shampoo brands (Pantene and Dove).

The analysis results of the hypotheses are explained in the following tables from table 5.11-5.16.

Part 1: To test the mean difference of consumers' perception about brand equity dimensions

Hypothesis 1

Ho1: There is no difference in consumers' perception about performance of Pantene and Dove brands.

Ha1: There is a difference in consumers' perception about performance of Pantene and Dove brands.

Table 5.11: Independent T-Test of performance

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
MEANPER	Equal variances assumed	.884	.348	13.783	382	.000	.4557	.03306	.39072	.52074
	Equal variances not assumed			13.783	381.021	.000	.4557	.03306	.39072	.52074

The results of T-Test for Independent sample analysis are shown in the table 5.11. It indicates that there is a statistically significant difference in the consumers' perception about performance between Pantene and Dove at the two-tailed significance of .000

which is less than .05 (.000<.05). Accordingly, **the null hypothesis (Ho1) is rejected** which means that **there is a difference in consumers' perception about performance of Pantene and Dove brands.**

Hypothesis 2

Ho2: There is no difference in consumers' perception about social image of Pantene and Dove brands.

Ha2: There is a difference in consumers' perception about social image of Pantene and Dove brands.

Table 5.12: Independent T-Test of Social image

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
MEANIMA	Equal variances assumed	68.195	.000	12.665	382	.000	.3685	.02910	.31128	.42570
	Equal variances not assumed			12.665	302.209	.000	.3685	.02910	.31123	.42575

Table 5.12 shows the results from the Independent T-Test analysis that there is a statistically significant difference in the consumers' perception about social image between Pantene and Dove at the two-tailed significance of .000 which was less than .05 (.000<.05). Accordingly, **the null hypothesis (Ho2) is rejected** which means that **there is a difference in consumers' perception about social image of Pantene and Dove brands.**

Hypothesis 3

Ho3: There is no difference in consumers' perception about value of Pantene and Dove brands.

Ha3: There is a difference in consumers' perception about value of Pantene and Dove brands.

Table 5.13: Independent T-Test of Value

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MEANVAL	Equal variances assumed	2.379	.124	7.356	382	.000	.2413	.03280	.17682	.30582
	Equal variances not assumed			7.356	380.598	.000	.2413	.03280	.17682	.30582

As presented in table 5.13, the null hypothesis is tested by using two-tailed Independent T-Test sample analysis to test the significance difference of consumers' perception about value of Pantene and Dove brands. The results indicated that there was a statistically significance difference in consumers' perception about value of Pantene and Dove brands at the two-tailed significance of .000 which was less than .05 (.000<.05). Therefore, the null hypothesis (Ho3) is rejected, showing that there is a difference in consumers' perception about value of Pantene and Dove brands.

Hypothesis 4

Ho4: There is no difference in consumers’ perception about trustworthiness of Pantene and Dove brands.

Ha4: There is a difference in consumers’ perception about trustworthiness of Pantene and Dove brands.

Table 5.14: Independent T-Test of trustworthiness

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MEANTRUS	Equal variances assumed	11.849	.001	3.423	382	.001	.1181	.03449	.05024	.18587
	Equal variances not assumed			3.423	363.479	.001	.1181	.03449	.05023	.18588

From table 5.14, using the Independent T-Test analysis that there is a statistically significant difference in the consumers’ perception about trustworthiness of Pantene and Dove consumers at the two-tailed significance of .001 which was less than .05 (.001<.05). Accordingly, **the null hypothesis (Ho4) is rejected** which means that **there is a difference in consumers’ perception about trustworthiness of Pantene and Dove brands.**

Hypothesis 5

Ho5: There is no difference in consumers’ perception about attachment of Pantene and Dove brands.

Ha5: There is a difference in consumers’ perception about attachment of Pantene and Dove brands.

Table 5.15: Independent T-Test of attachment

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
MEANATT	Equal variances assumed	1.470	.226	7.093	382	.000	.2500	.03525	.18070	.31930
	Equal variances not assumed			7.093	380.696	.000	.2500	.03525	.18070	.31930

From table 5.15, the results from the Independent T-Test analysis that there is a statistically significant difference in the consumers’ perception about attachment of Pantene and Dove consumers at the two-tailed significance of .000 which was less than .05 (.000<.05). Accordingly, **the null hypothesis (Ho5) is rejected** which means that **there is a difference in consumers’ perception about attachment of Pantene and Dove brands.**

Part 2: To test the mean difference of consumers’ perception about brand equity between two shampoo brands (Pantene and Dove).

Hypothesis 6

Ho6: There is no difference in consumers’ perception about brand equity of Pantene and Dove brands

Ha6: There is a difference in consumers’ perception about brand equity of Pantene and Dove brands.

Table 5.16: Independent T- Test of Brand equity

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
MEANBE	Equal variances assumed	5.050	.025	11.466	382	.000	.2867	.02501	.23755	.33589
	Equal variances not assumed			11.466	362.725	.000	.2867	.02501	.23754	.33590

The independent T-Test analysis in table 5.16 indicated that there is a statistically significance difference in consumers’ perception about brand equity of Pantene and Dove brands at the two-tailed significance of .000 which was less than .05 (.000<.05). Accordingly, **the null hypothesis (Ho6) is rejected** which means that **there is a difference in consumers’ perception about brand equity of Pantene and Dove brands.**

Chapter VI

Summary of Findings, Conclusions and Recommendations

This chapter consists of four major sections. The first section is a summary of findings of the research. The second section is the discussion of six hypotheses and the conclusions of the research. The third section contains the recommendations and the last section is the suggestions for the further research.

6.1 Summary of Findings

6.1.1 Summary of descriptive statistics in a form of table

Table 6.1: Summary of demographic data

	Majority group	Pantene (person)	Dove (person)
Gender	Female	169 (44.0%)	183 (47.7%)
Age Category	18-25	90 (23.4%)	101 (26.3%)
Highest Education Level	Bachelor Degree	153 (39.8%)	166 (43.2%)
Income per Month	8,001-12,000	106 (27.6%)	102 (26.6%)
Occupation	Employee	156 (40.6%)	169 (44.0%)

From table 6.1, it can be seen that the gender of the largest group of respondents was female (91.7% from total). Among those respondents who have used Pantene there were 169 female (44.0%) and there were 183 persons (47.7%) who have used Dove..

The age of most of the respondents ranged between 18-25 years (49.7% from total). It included which consist of 90 such persons who have used Pantene (23.4%) and 101 such persons (26.3%) who have used Dove.

The highest education level of majority of respondents was Bachelor Degree (83.1%). It included 153 persons who have used Pantene (39.8%) and 166 persons (43.2%) who have used Dove.

From the viewpoint of income per month, it can be seen that the income of the majority of respondents ranged between 8,001-12,000 Baht. From the total of 384 respondents, there are over half (54.2%) of the respondents whose income ranged in this category. It included 106 persons (27.6%) who have used Pantene and 102 persons (26.6%) who have used Dove.

Most of respondents who answered the questionnaires are employees (84.6% from the total). It included 156 persons (40.6%) who have used Pantene and 169 persons (44.0%) who have used Dove.

6.1.2 Summary of Hypotheses Testing

Table 6.2: Summary of results from hypothesis testing

Hypothesis	Significance	Results
Ho1: There is no difference in consumers' perception about performance of Pantene and Dove brands.	.000	Rejected
Ho2: There is no difference in consumers' perception about social image of Pantene and Dove brands.	.000	Rejected
Ho3: There is no difference in consumers' perception about value of Pantene and Dove brands.	.000	Rejected
Ho4: There is no difference in consumers' perception about trustworthiness of Pantene and Dove brands.	.001	Rejected
Ho5: There is no difference in consumers' perception about attachment of Pantene and Dove brands.	.000	Rejected
Ho6: There is no difference in consumers' perception about brand equity of Pantene and Dove brands	.000	Rejected

The Table 6.2 provides the summary of results from hypotheses testing. It explains that all six null hypotheses were rejected and it also shows that all variables are significant at 95% confidence level. The results can be summarized as below:

1. A study on the difference of consumers' perception about brand equity dimensions has highlighted statistically significant difference on each dimension between Pantene and Dove composed of performance, social image, value, trustworthiness and attachment. The values of significant have been: .000, .000, .000, .001 and .000 respectively.
2. A study on the difference of consumers' perception about brand equity between Pantene and Dove has the statistically significant difference. The value of significant has shown as .000.

6.2 Conclusions

The major implication of this research is that companies have to manage all of the dimensions to enhance brand equity. In general, the study found that mean of all brand equity dimensions of Pantene was higher than Dove. Ultimately, most respondents were satisfied with all dimensions of the brand they have used. Dove has a little lower mean. It could imply that although Dove was launched at the end of year 2001, while Pantene has been existing as a premium brand, consumers were attracted and trial purchase because of Dove represents the one quarter moisturizing ingredients which provide ultimate smooth and silky hair.

Developing a reputation for innovation and being first also helps to establish reputations that are particularly valuable when access to the latest technology such as new extract formula is part of the brand equity that is of value to business consumers. These first innovative measures have been shown to influence positively the willingness both to try and recommend new products earlier, resulting in faster diffusion (Zandan 1992).

Marketing managers of Pantene and Dove can put more emphasis in marketing communication through mass media because Brand equity implies high levels of awareness which should increase the effectiveness of marketing communications (Aaker, 1991).

The failure to understand one's competition is ultimately they failure to know one's consumers: who they are, how they think, and how the brand can be adapted to meet their needs. Once you understand that your brand faces both traditional and nontraditional competitors, you can study the benefits they provide, their strengths and weaknesses, and their future directions. A strong brand position means the brand has a unique, credible, sustainable and valued place in consumers' minds. It revolves around a benefit that helps your product or service stand apart from the competition. Good positioning gives you the direction required to focus the organization and focus your strategic efforts. Loyal customers continue to pay premium prices for your brand, increasing the profitability per customer. The longer you retain a current customer, the more profitable that customer becomes and the more willingly that customers pay a premium price for your brand (Davis, 2002).

6.3 Recommendations

The following recommendations about brand equity dimensions can be reviewed to suggest for both Pantene and Dove brands and can be used depending upon the situation.

It is very important for company to pay attention sensitively on each dimensions of brand equity. If the management feels that it is necessary to change the direction of a brand or change a product, it must be careful not to change too quickly. There are many examples of companies that have changed a product or brand too much or too quickly. The product has certain attributes, characteristics that deliver the equity to the consumer.

If any of these attributes are changed or eliminated, the equity delivered to the consumer is also changed (Aaker, 1991).

This study will enable companies to evaluate their consumers' perception toward their product. Also, if the brand equity is seen to suffer, further feedback can be obtained from consumers. This feedback will aid in: identifying product performance problems; identifying advertising/ positioning problems; and providing feedback to the firm's employees on where improvements need to be made.

Performance

Difficulty in implementation arises. However, from management's continued tendency to define and measure quality from the company's perspective rather than viewing quality the way the consumer does (Zeithaml, 1988). Since it is the consumer who ultimately decides what quality is, such a focus would seem to be self-defeating. Therefore, both brand managers must actively and aggressively seek to understand the process by which consumers perceive and evaluate quality, particularly in consumers' mind where the decision-making process takes place. Swait and colleagues (1993) suggest that a product of high brand equity signals high quality when the customer imperfectly observes product attributes. The positive signal brings value for the customer, as Aaker (1991) proposes.

Successful brands make firms sensitive to the upkeep of quality; however, Pantene being the leading brand, there is a need to maintain the quality for being market

leader. The concept of branding or identification leads to an increase in the quality of the offerings in the marketplace. When a consumer trusts the brand, decision-making is faster and easier.

Social image

From the results of testing the mean for social image of Pantene it was found that it was higher than that of Dove. It can imply that consumers perceived proud in using Pantene and find it fit with their personality when they use Pantene rather than Dove. Prestigious brands are associated with higher prices; the higher the price, the more one can signal that one is special (rich). Hence, they may have better standards of quality. The better standard of quality is then reflected on the individual who has the good taste and sense to "own" the brand. Thus, this measure should be used judiciously because it is very sensitive context for consumers. Malhotra (1988) studies the correspondence of the house choices of the consumers and their self-concept and found that the consumers preferred houses that were congruent with their actual self, ideal self or social self. Moreover, practitioners recently started to use brand personality as a strategy to differentiate their brands in a product category as a means of achieving competitive advantage (i.e., Aaker 1997, Siguaw, Matilla and Austin 1999).

Value

According to the results of this study, it was found that the mean of value dimension of Pantene is higher than Dove. It can imply that although price of Pantene is little higher than Dove but consumers perceived Pantene provide good value for money

than Dove. According to the concept of value pricing, lowering the price increases the value of the product, creating a perception of savings (Zeithaml, 1988). Value can be measured in terms of whether the brand provides good value for money or whether there are reasons to buy this brand over competitors (Martin and Brown, 1990). This measure, like others, will be sensitive to the brand set that is used as a frame of reference by the consumers. Using phrases such as among comparable brands or among brands with which it competes can cue the relevant set. Moreover, this measurement scale is created to apply across product classes.

Trustworthiness

From results of mean testing for this study it was found that consumers of Pantene have more significantly trusted in company and they perceived that company pays attention to consumers' interests more than that by Dove, when the organization is visible, or when a corporate brand is involved. It can play an important role by showing that a brand represents more than products and services include, having a concern for consumers, being innovative, striving for high quality, being successful, being oriented toward community and being a global player. Therefore, consumer loyalty is indicated by an intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm, including allocating a higher share of the category wallet to the specific service provider, engaging in positive word of mouth, and repeat purchasing (Zeithaml, Berry, and Parasuraman 1996).

Attachment

Result of testing for this study has shown that after consumers have used product, consumers of Pantene have more positive feelings and they develop a warm feeling toward the brand than consumers of Dove brand has. Therefore, a manager must create a set of positive associations of the brand in the consumer's mind. This task is the essence for creating a positive feeling toward consumers. Whenever consumers develop a positive feeling to company brand it would create good attitude toward both brand and firm (Keller, 1993).

6.4 Further research

In this research, the researcher provided a simple instrument to measure brand equity, which the advantage of this scale is, not only the small number of items but also the ability to measure the individual dimensions of brand equity.

Moreover, this measurement scale can be applied to more than two brands, within-brand and across-brand comparison and also in some other types of product such as upscale study or highly substitute product.

In the presentation of the conceptual framework the differences of consumers' perception about brand equity dimensions are discussed. Consequently, additional research is necessary both to refine this framework and to suggest other implications for marketing strategies and tactics. The consumer based brand equity can further be operationalized into two categories: consumer behavior and consumer perceptions. The

consumer behavior attempts to measure the reaction of the consumer towards the variation of the marketing mix, whereas consumer perception perspective takes into account the perceptions of consumers regarding various marketing mix elements.

Knowledge of consumer-based brand equity will increase managerial understanding of the value and potential of specific products. In addition, companies, which assess the brand equity of each of their products, can evaluate the past effectiveness of their marketing activities and improve if necessary. Thus, understanding of consumer evaluations and associations for core products and new extensions should be measured to avoid mistakes and reduce risk.



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No.....

Questionnaire

A Comparative Study of Consumers' Perception about Brand Equity of Two Shampoo Brands – Pantene and Dove

This questionnaire is belonging to Master Degree of Business Administration of Assumption University student. It was designed to obtain the information of the comparative study of brand equity between two premium shampoo brands (Pantene and Dove) in customer-based brand equity concept. This questionnaire was developed to collect the information to prove the hypothesis of the research study. I hope to have your full co-operation in responding to all items in this questionnaire.

- Do you usually use shampoo?

☐ Yes, (Go to next question) ☐ No, (Ended questionnaire)

- Which brand do you use most often in the past three months?

☐ Pantene (Start answer from question 1)

☐ Dove (Start answer from question 1)

☐ Sunsilk (Ended questionnaire) ☐ Clinic (Ended questionnaire)

☐ Rejoice (Ended questionnaire) ☐ Clairol (Ended questionnaire)

☐ Organics (Ended questionnaire) ☐ Head and Shoulders (Ended questionnaire)

☐ Lavenus (Ended questionnaire) ☐ Others..... (Ended questionnaire)

Instruction: Please put only one tick mark (✓) on the box which you agree with and most closer to your thinking. This questionnaire, there are 2 main parts which divided into:

Part 1: Consumers' perception about brand equity dimensions

Part 2: Personal Data

All we are interested in is the best shows opinion about the dimensions of brand equity measurement in term of consumers' perception and demographic data to comparative the brand equity between Pantene and Dove brand.

Part 1: Consumers' Perception

	Strongly Disagree	Response				Strongly Agree
	1	2	3	4		5
<u>Consumers' perception about brand equity dimensions</u>						
1. Performance						
1.1 From this brand of shampoo, I can expect superior performance.						
1.2 During use, I can feel that this brand of shampoo is better than other brands.						
1.3 This brand of shampoo is made so as to solve my hair problems.						
1.4 This brand will work very well.						
2. Social Image						
2.1 This brand of shampoo fits my personality.						
2.2 I would be proud to own this brand of shampoo.						
2.3 This brand of shampoo will be well regarded by my friends.						
2.4 In its status and ability, this brand matches my personality.						
3. Value						
3.1 This brand is well priced.						
3.2 Considering what I would pay for this brand of shampoo, I will get much more than my money's worth.						
3.3 I consider this brand to be bargain because of the benefits I receive.						
4. Trustworthiness						
4.1 I consider the company and people who stand behind this shampoo brand to be very trustworthy.						
4.2 In regard to consumer interests, this company seems to be very caring.						
4.3 I believe that this company does not take advantage of consumers.						

ชุดที่.....

แบบสอบถาม

การเปรียบเทียบการรับรู้ต่อตราสินค้าของผลิตภัณฑ์ดูแลรักษาสีผมระหว่าง

Pantene และ Dove

แบบสอบถามฉบับนี้จัดทำขึ้น โดยนักศึกษาระดับปริญญาโท ของมหาวิทยาลัยอีสต์สัมชัญ และเป็นส่วนหนึ่งของการทำวิทยานิพนธ์ เพื่อเก็บข้อมูลเกี่ยวกับการรับรู้ต่อตราสินค้าของผลิตภัณฑ์ดูแลรักษาสีผม (Pantene หรือ Dove)

แบบสอบถามฉบับนี้แบ่งออกเป็น 2 ส่วนหลักคือ

ส่วนที่ 1: การรับรู้ต่อตราสินค้า

ส่วนที่ 2: ข้อมูลส่วนตัว

ส่วนที่ 1: การรับรู้ต่อตราสินค้า

คุณใช้ผลิตภัณฑ์ดูแลรักษาสีผมเป็นประจำหรือไม่?

☐ ใช่ ☐ ไม่ใช่ (จบการตอบคำถาม)

ตราสินค้าของผลิตภัณฑ์ดูแลรักษาสีผมใดที่ท่านใช้บ่อยที่สุดในช่วง 3 เดือนที่ผ่านมา?

- ☐ แพนทีน (เริ่มตอบคำถาม ข้อ 1) ☐ โคฟ (เริ่มตอบคำถาม ข้อ 1)
- ☐ ชันซิล (จบการตอบคำถาม) ☐ คลินิก (จบการตอบคำถาม)
- ☐ รีจอยส์ (จบการตอบคำถาม) ☐ แครอด (จบการตอบคำถาม)
- ☐ ออแกนิก (จบการตอบคำถาม) ☐ เฮด แอน โซลเดอร์ (จบการตอบคำถาม)
- ☐ ลาวีเนส (จบการตอบคำถาม) ☐ อื่นๆ (โปรดระบุ).....(จบการตอบคำถาม)

กรุณาใส่เครื่องหมาย ✓ ลงในช่องว่างที่ใกล้เคียงกับความคิดของคุณมากที่สุด

	ไม่เห็น ด้วย อย่างยิ่ง	ระดับ			เห็นด้วย อย่างยิ่ง
	1	2	3	4	5
1.ประสิทธิภาพของสินค้า					
1.1 สำหรับตราสินค้านี้ ข้าพเจ้าสามารถคาดหวังได้เลยว่าจะได้รับสินค้าที่มีประสิทธิภาพสูง					

	ไม่เห็นด้วยอย่างซึ้ง	ระดับ			เห็นด้วยอย่างยิ่ง
	1	2	3	4	5
1.2 เมื่อข้าพเจ้าได้ใช้ ข้าพเจ้ารู้สึกได้ถึงประสิทธิภาพที่เหนือกว่าตราสินค้าอื่น					
1.3 ผลผลิตภัณฑ์ของตราสินค้านี้มีประสิทธิภาพในการแก้ไขปัญหาเส้นผมของข้าพเจ้าได้					
1.4 โดยรวมแล้วตราสินค้านี้มีประสิทธิภาพสูงในการใช้งาน					
2. ภาพลักษณ์ของตราสินค้า					
2.1 ตราสินค้านี้เหมาะกับบุคลิกของข้าพเจ้า					
2.2 ข้าพเจ้ารู้สึกภูมิใจที่ได้ใช้ตราสินค้านี้					
2.3 ข้าพเจ้าจะแนะนำตราสินค้านี้ให้เพื่อนของข้าพเจ้าได้ใช้					
2.4 ด้วยรูปแบบการใช้งานของผลิตภัณฑ์ ตราสินค้านี้เหมาะกับบุคลิกของข้าพเจ้า					
3. ความคุ้มค่า					
3.1 ตราสินค้านี้มีราคาที่เหมาะสม					
3.2 เมื่อเทียบกับเงินที่จ่าย ข้าพเจ้าคิดว่าสิ่งที่ได้รับคุ้มค่าเกินกว่าเงินที่จ่ายไป					
3.3 ข้าพเจ้าพิจารณาที่จะเลือกใช้ตราสินค้านี้ จากผลประโยชน์ที่ได้รับ					
4. ความน่าเชื่อถือของตราสินค้า					
4.1 ข้าพเจ้าคิดว่าบุคลากรที่อยู่เบื้องหลังการทำงานของบริษัชนั้นน่าเชื่อถือ					
4.2 บริษัทผู้ผลิตให้ความใส่ใจกับความสนใจของลูกค้า					
4.3 ข้าพเจ้าคิดว่าบริษัทนี้ไม่เอาเปรียบผู้บริโภค					
5. ความผูกพันต่อตราสินค้า					
5.1 หลังจากข้าพเจ้าใช้ผลิตภัณฑ์ของตราสินค้านี้แล้ว ยังรู้สึกชอบขึ้นเรื่อยๆ					
5.2 โดยส่วนตัวแล้ว ข้าพเจ้ามีความรู้สึกที่ดีกับตราสินค้านี้					
5.3 ในความรู้สึกของข้าพเจ้า ข้าพเจ้ามีความรู้สึกที่ดีและอบอุ่นต่อตราสินค้านี้					

กรุณาตอบคำถามต่อไปใน ส่วนที่ 2: ข้อมูลส่วนตัว

ส่วนที่ 2: ข้อมูลส่วนตัว

เพศ: ☐ ชาย ☐ หญิง

อายุ: ☐ ต่ำกว่า 18 ☐ 18-25

☐ 26-35 ☐ 36-45

☐ 46 หรือมากกว่า

ระดับการศึกษาสูงสุด: ☐ มัธยมศึกษา ☐ วิทยาลัย

☐ อนุปริญญา ☐ ปริญญาตรี

☐ ปริญญาโท ☐ ปริญญาเอก

รายได้ต่อเดือน: ☐ 8,000 หรือต่ำกว่า ☐ 8,001-12,000

☐ 12,001-16,000 ☐ 16,001-20,000

☐ 20,001 หรือมากกว่า

อาชีพ: ☐ นักเรียน / นักศึกษา ☐ ผู้บริหาร / ผู้จัดการ

☐ รับราชการ / รัฐวิสาหกิจ ☐ พนักงานบริษัท

☐ เจ้าของธุรกิจส่วนตัว ☐ อื่นๆ.....

ขอบคุณสำหรับความร่วมมือ

[illegible]

