

MASTERARBEIT

Titel der Masterarbeit

„Feedback Effects of Service Extensions on the
Parent Product Brand Image
– An Investigation of a FMCG Brand”

Verfasserin

Agnes-Amelie Wanke-Jellinek, BSc

angestrebter akademischer Grad

Master of Science (MSc)

Wien, 2013

Studienkennzahl lt. Studienblatt:
Studienrichtung lt. Studienblatt:
Betreuer:

A 066 914
Masterstudium Internationale Betriebswirtschaft
Univ.-Prof. DDr. Adamantios Diamantopoulos

ABSTRACT

This master thesis examines the topic of feedback effects on the parent brand image and potential drivers of those feedback effects by developing, presenting and analysing four different service extension scenarios based on quasi-experiences of a famous brand in the FMCG market. These four different service scenarios represent two different levels of service quality and two diverse levels of fit. As the level of service quality is for the first time directly integrated into the evaluation of brand extensions and into the formation of feedback effects, this work represents a unique study in the field of brand extension research. The author finds strong support that the level of service quality substantially influences the creation of feedback effects on the parent brand image and that service quality is the most important driver of feedback effects. Strong evidence is also found for the fact that high service quality scenarios result in customer satisfaction. This again leads to an improvement of the parent brand image, which means that positive feedback effects occur. However, low service quality results in dissatisfaction, which leads to a devaluation of the brand image, because of negative feedback effects. Additionally, negative feedback effects always have a higher impact than positive ones on the parent brand image, which goes in accordance with the prospect theory, which claims that losses are weighted heavier than gains. Finally, the strength of feedback effects can also be manipulated by the degree of fit between the parent brand and the extension.

KEYWORDS

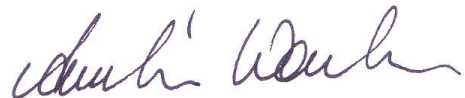
Service Extensions, Feedback Effects, Brand Image, Fit, Customer Satisfaction and Prospect Theory

EIDESSTATTLICHE ERKLÄRUNG

Hiermit versichere ich, dass

1. ich die vorliegende Masterarbeit selbstständig und ohne Verwendung unerlaubter Hilfsmittel verfasst habe. Alle Inhalte, die direkt oder indirekt aus fremden Quellen entnommen sind, sind durch entsprechende Quellenangaben gekennzeichnet.
2. die vorliegende Arbeit bisher weder im In- noch im Ausland zur Beurteilung vorgelegt bzw. veröffentlicht worden ist.
3. diese Arbeit mit der beurteilten bzw. in elektronischer Form eingereichten Masterarbeit übereinstimmt.
4. (nur bei Gruppenarbeiten): die vorliegende Arbeit gemeinsam mit (Vorname, Nachname) entstanden ist. Die Teilleistungen der einzelnen Personen sind kenntlich gemacht, ebenso wie jene Passagen, die gemeinsam erarbeitet wurden.

Wien, am 06. Oktober 2013



Agnes-Amelie Wanke-Jellinek

Table of Content

1. Introduction	1
2. Theoretical Part	4
2.1 Branding Decisions	4
2.2 Services	6
2.2.1 Evaluation of Services and the Concept of Service Quality	8
2.2.2 The Concept of Service Quality in Relation to Customer Satisfaction.....	13
2.3 Evaluation of Brand Extensions.....	14
2.3.1 Explanation of the Factors Parent Brand Quality and Fit	16
2.3.2 Evaluation of Service Extensions.....	18
2.3.3 Proposed Model for the Evaluation of Service Extensions.....	19
2.4 Consequences of Brand Extensions.....	20
2.5 Feedback Effects of Brand Extensions	22
2.5.1 How do Feedback Effects Emerge? The Role of Customer Satisfaction....	24
2.5.2 Three Stages of Satisfaction or Dissatisfaction Development	27
2.5.3 Proposed Model for the Emergence of Feedback Effects	28
2.5.4 Three Models How Feedback Effects Can Change the Brand Image.....	29
2.5.5 Positive Feedback Effects	31
2.5.6 Negative Feedback Effects.....	32
2.5.7 Prospect Theory	33
2.5.8 The Role of Fit in the Creation of Feedback Effects	34
3. Methodology.....	37
3.1 Research Design.....	37
3.2 Pre-Tests	38
3.2.1 Pre-Test 1	38
3.2.2 Results of the First Pre-Test.....	41
3.2.3 Pre-Test 2	43
3.2.4 Results of the Second Pre-Test	44
3.3 Sample and Survey Procedure	45
3.4 Development of the Questionnaire	46

4. Data Analysis	51
4.1 Reliability and Validity	52
4.2 Manipulation Checks	54
4.3 Analysis of Hypotheses.....	55
4.3.1 Hypothesis 1	56
4.3.2 Hypothesis 2.....	57
4.3.3 Hypotheses 3	59
4.4 Additional Analysis.....	61
5. Results.....	63
6. Discussion and Managerial Implications.....	68
7. Limitations and Future Research	71
8. List of References	73
9. Appendix	81
Pre-Test 1.....	81
Degree of Interaction of the Ten Service Extensions	83
Degree of Tangibility of the Ten Service Extensions.....	83
Pre-Test 2.....	84
Results Pre-Test 2	87
Final Questionnaire	88
Questionnaire 1	88
Questionnaire 2	91
Questionnaire 3	92
Questionnaire 4	95
Validity Checks	96
Coding of Questionnaire	98
Deutsche Zusammenfassung	103
Curriculum Vitae	104

List of Figures

Figure 1: Types of Brand Extensions	5
Figure 2: Three Dimensions of Service Quality	9
Figure 3: The Goods/Service Continuum	12
Figure 4: Service Quality Model	13
Figure 5: Variables for Product Extension Evaluation	16
Figure 6: Variables for Service Extension Evaluation	19
Figure 7: Roots of Satisfaction and Dissatisfaction	25
Figure 8: Emergence of Feedback Effects	28
Figure 9: Blueprint of the Study on Hand	37
Figure 10: Percentage of Respondents over Levels of Education and Income	57
Figure 11: Influences on Extension Evaluation	61
Figure 12: High and Low Satisfaction Scenarios	63
Figure 13: Positive vs. Negative Satisfaction Scenarios	64
Figure 14: Positive Impact of High Fit on Brand Image	65
Figure 15: Negative Impact of Low Fit on Brand Image	66
Figure 16: Factors Having an Influence on Feedback Effects	68
Figure 17: Change of Parent Brand Image after an Extension Experience	69

List of Tables

Table 1: Degrees of Tangibility and Interaction in Services	7
Table 2: Tangibility and Interaction Dimensions	39
Table 3: First Pre-Test: Results for Fit	43
Table 4: Second Pre-Test: Results for Service Quality Perception	44
Table 5: Second Pre-Test: Results for Service Satisfaction	45
Table 6: Second Pre-Test: Results for Willingness to Try the Service Again	45
Table 7: Distribution of Respondents Groups According to Quota Sampling	46
Table 8: Overview of all Questions and Measures of the Questionnaire	50
Table 9: Distribution of Respondents	51
Table 10: Reliability of Multiple Item Measures	53
Table 11: Validity Variables	53
Table 12: Measures and Items Used in the Analysis of the Hypotheses	55
Table 13: Frequencies Changes Yes/No	57

1. Introduction

During the last years, more and more companies entered markets with new products using one of their existing brand names (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). This phenomenon called 'brand extension' originally stems from the luxury goods sector and, in the beginnings, this strategy was reserved for prestige brands only. Nevertheless, this is no longer the case, since also distributor, industrial and service brands started to extend far beyond the borders of their core products and launched a number of different activities under the same brand name (Kapferer, 2005). Nowadays, nearly every big company is using brand extensions as part of their growth strategy in order to remain competitive and to survive on the ever-growing global market (Loken & Roedder John, 1993). Hence, brand extensions became one of the most tackled topics in strategic brand management and this is why recently a lot of research is done in this area (Völckner, Sattler, & Kaufmann, 2008).

Nowadays, most literature and survey results are centred around product extensions and their success factors (Völckner & Sattler, 2006). However, the subject of service extensions has gained increasing importance in strategic brand management. The reason for this is the following: The introduction of service extensions makes it possible for product brands to differentiate from competition and at the same time to upgrade the consumer-brand relationship, as consumers are actively integrated in the service creation process (van Riel, Lemmink, & Ouwersloot, 2001). Nevertheless, although the fast-growing service industry is becoming more and more responsible for the global economy growth, only little attention is paid to it in the field of extensions, where the focus is lying more on product extensions (van Riel, Lemmink & Ouwersloot, 2001; Völckner, Sattler, Hennig-Thurau & Ringle, 2010). Therefore, this thesis takes a closer look on service extensions, stemming from product brands. It is researched, if different levels of service quality and customer satisfaction evoke feedback effects and which influence they have on the brand image of the parent product brand. Furthermore, this master thesis is the first research that scrutinises quasi-experiences of service brand extensions, whereas past studies only named hypothetical extensions to the respondents without revealing anything about their actual level of service quality. The main focus lies on feedback effects of service extensions, since they examine in which way the evaluation of the parent brand image is influenced after a consumer has experienced a

service extension (Völckner, Sattler, & Kaufmann, 2008). Feedback effects can either be positive, by strengthening the brand image, or negative, if they result in a negative perception of the brand image by the consumer (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). In the worst case, negative feedback effects can even lead to the dilution of the parent brand image as a whole (Roedder John, Loke, & Joiner, 1998), which is one of the biggest threats companies are facing nowadays. The topic of feedback effects was chosen, because changes of the brand image are of high importance for brand managers, since fluctuations, as a result of feedback effects, can lead to large economic gains or losses (Völckner, Sattler, Hennig-Thurau, & Ringle, 2008; Keller, 2008). Additionally, this topic represents a big academic void, because nearly no research concerning asymmetric extensions, which are service extensions stemming from product brands, as well as their feedback effects exists until now.

The challenge of this thesis is that service quality neither can be perfectly measured, nor is there any empirical evidence in which way it contributes to feedback effects in the field of service extensions, as this is the first study which includes service quality in the creation process of feedback effects. Moreover, it has not been accurately researched, which impact customer satisfaction, resulting of an experienced service situation, has on the product parent brand image. Likewise, it is also the first research where real extension scenarios are presented to observe the impact feedback effects have on the parent brand image, which can be seen as unique for the existing brand extension literature. Thus, the research questions this thesis tries to answer are: **‘Which influence do feedback effects of service extensions, characterized by a high degree of interaction and high tangibility, have on the image of the parent product brand? How does service quality, customer satisfaction or dissatisfaction affect feedback effects toward the parent brand image? Does the strength of feedback effects depend on the degree of fit between the parent product brand and the service extension?’**

This thesis is structured as follows. First of all, a short introduction on brand extensions and feedback effects given and it is explained why these special topics seem to be worth investigating. Subsequently, brand extensions in theory are discussed with the main focus lying on feedback effects. In order to understand how feedback effects do occur and which influence feedback effects in service extensions can have on the parent brand image one must take a closer look at customer satisfaction and quality in services. The

theoretical part closes with the development and demonstration of the three main hypotheses. This is followed by the empirical part of this study, which starts with a short presentation of the whole research design of this master thesis as well as the two pre-tests and their results, which serve as prerequisites for the final questionnaire. Finally, a survey on the global brand 'Nespresso' is conducted, in order to investigate, if the degree of perceived fit as well as different service quality levels influence the creation of feedback effects on the product parent brand image. Furthermore, it is examined which role customer satisfaction or dissatisfaction play concerning the extension evaluation and the resulting feedback effects. Finally, the master thesis concludes with a presentation of the results, a discussion and a number of managerial implications as well as limitations and suggestions for future research.

2. Theoretical Part

2.1 Branding Decisions

A brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers." (MarketingPower, 2013). For consumers, "brands can simplify choice, promise a particular quality level, reduce risk, and/or engender trust" (Keller & Lehmann, 2006, p. 740). Consequently, having a strong brand can be seen as one of the most valuable assets a firm can have (Keller, Apéria, & Georgson, 2012). Especially for service brands having a strong brand image plays an important role, as a good brand image serves as an indicator for high service quality and therefore reduces the risk perception of the consumer before the consumption of a service (Meffert & Bruhn, 2009). Brand image can be defined as "the perception of a brand in the minds of persons. The brand image is a mirror reflection (though perhaps inaccurate) of the brand personality or product being. It is what people believe about a brand - their thoughts, feelings, expectations" (MarketingPower, 2013). The value of a strong global brand can be estimated being at least 683 million dollar (Morris, 1999).

Having a strong brand with a strong brand image can result in brand-specific associations, which differentiate a product or a service from the competition. These brand-specific associations can easily be transferred to a brand extension (Broniarczyk & Alba, 1994), which is a common way of introducing new products or services into a market under an already existing brand name (Tauber, 1988). The reason why brand extensions became one of the most important branding strategies for companies is (Keller, 2003), because a strong brand name substantially reduces the risk of a service or product entrance in a new market (Aaker & Keller, 1990). Moreover, with the help of brand extensions a company can enhance the parent brand image, which is called a positive feedback effect. A positive feedback effect might have a reciprocal impact on the number of sales of other company services or products. In general feedback effects are the influences a brand extension has on the post evaluation of the parent brand image in comparison to the pre evaluation of the parent brand image (Keller, 2008). This means a brand extension failure can also have immense negative consequences for the parent brand, which are known as negative feedback effects. Negative feedback

effects worsen the image perception of the parent brand after the consumption of an extension and the status quo becomes very hard to re-establish (Völckner, Sattler, & Kaufmann, 2008). Feedback effects occur, because brand image cannot be perceived as being static. It changes according to decisions, like for example brand extensions, which a company takes over time (Martínez & de Chernatony, 2004). However, having a good brand image is one of the most valuable assets a firm can rely on and therefore it needs to be protected, as having a high brand image influences the consumers' evaluation of satisfaction with the service as well as consumers' loyalty (de Ruyter & Wetzels, 2000). Consequently, it becomes evident that the creation of negative feedback effects on the brand image should be prevented, while the emergence of positive feedback effects should be supported to enhance existing brand equity (Gürhan-Canli & Maheswaran, 1998).

In order to understand how positive and negative feedback effects might occur one must take a closer look on brand extensions in theory. Brand extensions can be seen as the ultimate way to leverage a well-known company brand. They can be split into two general types, which can be seen in the figure below: Product extensions, where a new product is developed under an existing brand name (Keller & Aaker, 1992) and service extensions, where a new service is introduced to the market under an already popular brand name. Generally, it can be said that brand extensions describe a move from a single-product-bounded or service-bounded benefit to a larger and much wider benefit covered by a range of products or services. Additionally, brand extensions can also result in a transfer of tangible to intangible values (Kapferer, 2005), like in case a product brand makes a strategic move and offers a service extension to the customers.

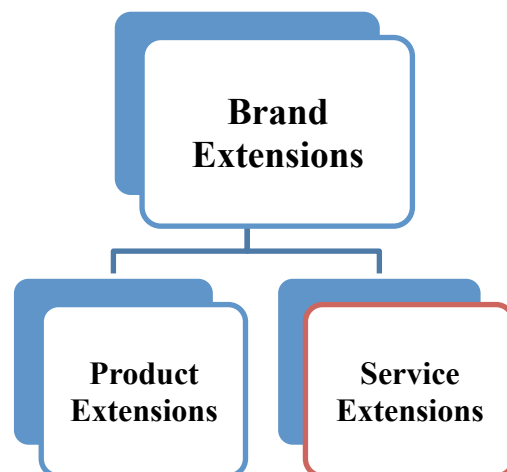


Figure 1: Types of Brand Extensions

First of all it is necessary to differ between products and services, as other factors are responsible for the extension evaluation, for the creation of satisfaction and dissatisfaction as well as for the occurrence of feedback effects. However, according to literature often no clear cut between goods (products) and services can be made in reality. A reason for this is the following: nearly all service providers also offer physical goods, as they often sell products accompanied to their service (Lei, Pruppers, Ouwersloot, & Lemmink, 2004). Generally, goods can be described as a bunch of attributes achieving customer satisfaction. However, services are also characterised by being a bunch of attributes creating satisfaction, although they are more delivering the promise of customer satisfaction. This difference stems from the unique characteristics services carry (Walker, 1995; van Riel, Lemmink, & Ouwersloot, 2001), which will be discussed in the following chapter.

2.2 Services

As the service industry is on a steady increase, services face nowadays the same difficulties as products, when they try to enter a new market, like entry barriers and the risk of product or service failure (van Riel, Lemmink, & Ouwersloot, 2001). Especially in the sector of fast moving consumer goods (FMCG) markets are saturated, meaning categories are no longer growing. This represents a big challenge for growth strategies and the return on investment (ROI) of companies. Therefore, brands nowadays must change from the fulfilment of needs to emotional desires, which can be best pleased with the help of service extensions of product brands. In this way customer loyalty and satisfaction can be developed due to high quality and high perceptions of fit (Kapferer, 2005; Sichtmann, Klein, & Ostruk, 2008). Furthermore, consumers are always keen on innovations, which can also enhance the parent brand image (Kapferer, 2005).

Nevertheless, services evoke different consumer reactions in comparison to products, due to their unique characteristics (Swartz & Iacobucci, 2000; Iacobucci, 1992). This must be kept in mind for the creation of feedback effects, as in service extension evaluation different factors are responsible for the creation of feedback effects than in product extension evaluation (Völckner, Sattler, & Kaufmann, 2008). In contrast to products, services are defined by being inseparable, heterogeneous, intangible and perishable. Inseparability, in this case, means the service production happens at the

same time as the consumption of the service (Carmen & Langeard, 1980). Therefore, no quality shortages or failures can be hidden from the consumer (Ghobadian, Speller, & Jones, 1994). Heterogeneous, means that each service interaction process differs from the following as diverse clients and conditions lead to various service outcomes (Parasuraman, Zeithaml, & Berry, 1985). Therefore, no exact service quality level can be guaranteed, resulting in a higher risk for the consumer (Lovelock & Yip, 1996). Additionally, services are also characterized by a high degree of intangibility (Berry, 1980). High intangibility signifies that services represent actions rather than objects (Parasuraman, Zeithaml, & Berry, 1985) and the service neither can be seen, felt, smelled, tasted or touched (Lovelock & Wirtz, 2011). Furthermore, services are directed either at people's minds or their possessions, like education or a car insurance (Lovelock, 1983), which means their level of quality normally cannot be measured or counted before purchase. Nevertheless, services exist, which are characterised by a high degree of tangibility. Tangibility indicates that the service includes necessary tangible elements, like beds in a hotel or meals in a restaurant. However, intangible elements, like expertise or labour of the service employees, should be the major part of value creation in services (Lovelock & Yip, 1996). Finally, it is also important that services cannot be stored, taken away or returned (Edgett & Parkinson, 1993; Lovelock & Gummerrsson, 2004), meaning they need to be consumed during creation (Lovelock & Wirtz, 2011), which is called perishability.

For the purpose of this thesis services are divided into four sectors concerning their degree of tangibility and interaction. Interaction means, the customer and the service provider are often having high contact during the service delivery process (Lovelock & Wirtz, 2011). The four different service categories are presented in the table below and for each category one possible example is given:

		Tangibility	
		<i>High Tangibility</i>	<i>Low Tangibility</i>
Interaction	<i>High Interaction</i>	Coffee-House Cocktail-Bar	Insurance Consultancy
	<i>Low Interaction</i>	Car Wash	Online Banking

Table 1: Degrees of Tangibility and Interaction in Services

In this thesis a differentiation between high and low tangibility, as well as high and low interaction is made. However, all other service characteristics are assumed as only having one single level, like all services are perishable, heterogeneous and simultaneous. Concerning the other two elements, this work concentrates on services with a high degree of tangibility, meaning the service also includes tangible elements and with a high degree of interaction, meaning the consumer itself is an important element of the value creation process and is physically present during the consumption of the service.

2.2.1 Evaluation of Services and the Concept of Service Quality

Customers evaluate services according to their level of service quality, which is influenced by the four characteristics mentioned in the chapter before. Service quality can be defined “as the degree and direction of discrepancy between customers’ perceptions and desires” (Parasuraman, Zeithaml, & Berry, 1985; Zeithaml, Berry, & Parasuraman, 1988) and customers evaluate how well the delivered services matches their expectations (Gronroos, 1978).

The beginnings of defining service quality are stemming from the product sector. For products quality can be understood as providing a good without any defaults (Parasuraman, Zeithaml, & Berry, 1985). Additionally, product quality often can be evaluated prior to purchase, as the consumer can see and touch the product before purchase (Lovelock & Yip, 1996). This means for the quality of goods the consumer can easily judge tangible elements. However, when it comes to the evaluation of services it must be noticed that due to their intangibility and heterogeneity, service quality can often only be evaluated after purchase, meaning a high level of risk for the consumer (de Ruyter & Wetzels, 2000). In most cases, tangible elements can only be found in physical facilities of the service provider or in the service equipment or personnel. Due to the missing tangible elements customers must depend on other indicators to evaluate service quality. Therefore, findings about quality related to goods are insufficient for explaining service quality (Parasuraman, Zeithaml, & Berry, 1985).

To understand why the concept of service quality is so hard to define or measure former authors came to the following three conclusions (Gronroos, 1978; Parasuraman, Zeithaml, & Berry, 1985):

- Service quality is hard to evaluate for consumers and especially in comparison to the evaluation of goods
- Quality perceptions in services occur from a comparison of consumer beliefs or expectations concerning a service with the actual performance of the service
- Service quality evaluations are not only dependent on the outcome of a service, but also on the service delivery process, due to the high customer involvement

2.2.1.1 Three Dimensions of Service Quality

When it comes to the evaluation of services three different dimensions of perceived quality can be distinguished, which have an influence on the customers' satisfaction and on the creation of feedback effects: Consumers judge the service outcome (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010), the interaction with the service provider(s) and the physical quality, which is the service scope or environment of a service (Lehtinen & Lehtinen, 1982).

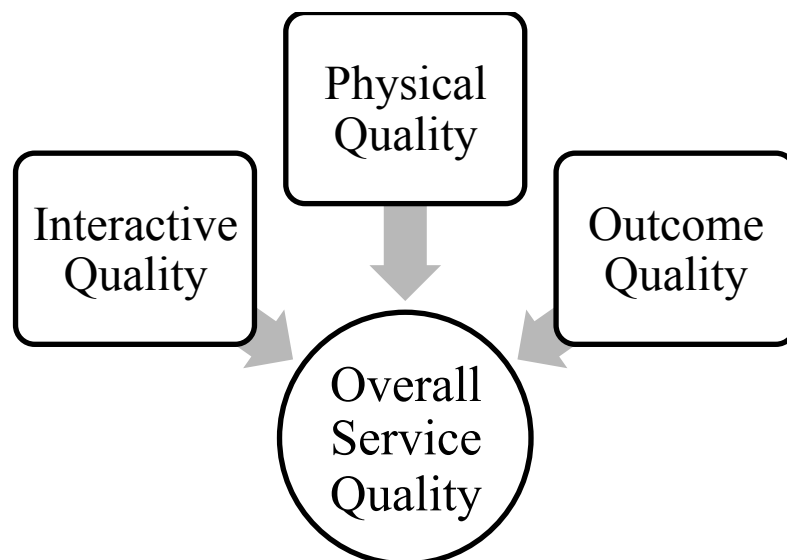


Figure 2: Three Dimensions of Service Quality

Source: Lehtinen & Lehtinen, 1982; Lovelock, 1983; Völckner, Sattler, Hennig-Thurau, & Ringle, 2010

The first one of these three dimensions, interactive quality, deals with the interactions that take place during the consumption of a service between the service provider and the consumer. Here it must be distinguished between services with a high interaction level, and between those with a low one. In the first case, interaction quality of course plays a more important role and can be seen as a prerequisite for the success of a service extension. The second dimension, physical quality refers to the service scope or the environment in which a service takes place. This dimension is also of a high importance

as consumer presence is necessary during the consumption of the service (Lehtinen & Lehtinen, 1982; Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Physical quality for example represents the cleanness of a hairdresser saloon or of a restaurant. Finally, the third dimension, outcome quality, which is the most important one, deals with the technical or tangible outcome of a service. Here quality refers to the service the consumer is left with after the process of service creation is finished. Also in this case the consumer sees quality as a risk reduction, as a famous brand will not be willing to extend into a service dimension with inferior quality and risk the dilution of a strong brand name (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010).

To conclude all three quality dimensions have a significant influence on the overall service quality perception of an extension and therefore should meet customer expectations. Nevertheless, it must not be forgotten that outcome quality has the biggest impact on consumer service satisfaction and extension success. However, the magnitude of influence of each dimension is always depending on the kind of service (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). The next chapter explains how consumers judge these service quality attributes and explains the differences in the evaluation of services in comparison to the evaluation of goods.

2.2.1.2 Difference in the Evaluation of Services in Comparison to Goods

In order to compare the evaluation of services in comparison to goods, three types of service attributes can be distinguished, which customers use in order to judge several offerings (Rushton & Carson, 1989; Lovelock & Wirtz, 2011):

- Search attributes
- Experience attributes
- Credence attributes

First, search attributes, are tangible factors in a service, which consumers can evaluate prior to the purchase. These are for example style or colour, which consumers can judge before they purchase a service. In case of these tangible attributes, perceived purchase risk for the customer is reduced and he or she knows what to expect from the service. Search qualities can be especially found in product purchase, like in grocery shopping, but also in services where a high tangibility is a prerequisite. Concerning services, different hotel websites can be visited, where consumers can compare rooms or wellness areas. Another example of search attributes in services is location or pictures

of an atmosphere or food in a restaurant (Rushton & Carson, 1989; Lovelock & Wirtz, 2011). Compared with the three dimensions of service quality, mentioned in the chapter before, this means the dimension of physical quality of a service often can be judged with the help of search attributes before the consumption of the actual service.

Second, experience attributes cannot be tested before the service is actually consumed, because customers must 'experience' them, before attributes like ease of use, quality or reliability are assessed. Returning to the example given above, a coffee house: The customer is not able to evaluate the visit, before having actually stayed in the atmosphere, getting in touch with the waiter and having tested a cup of coffee (Rushton & Carson, 1989; Lovelock & Wirtz, 2011). Therefore, experience attributes are often used to judge the dimension of outcome quality of a service and the interaction quality dimension.

Last, credence qualities are those, which are very hard to evaluate for the consumer even after consumption has taken place, as specific knowledge is required for the service evaluation. In this case the consumer has to rely on certain quality levels, like the correctness of a mental diagnosis by a doctor, as the patient himself is not able to control if the diagnosis and the prescribed medicine is the correct one. Furthermore, the patient misses the expertise and has no appropriate knowledge (Rushton & Carson, 1989; Lovelock & Wirtz, 2011). Credence attributes are used when the consumer cannot directly evaluate the outcome quality of a service.

In the figure on the next page, all three types of qualities are discusses and integrated in the goods/service continuum.

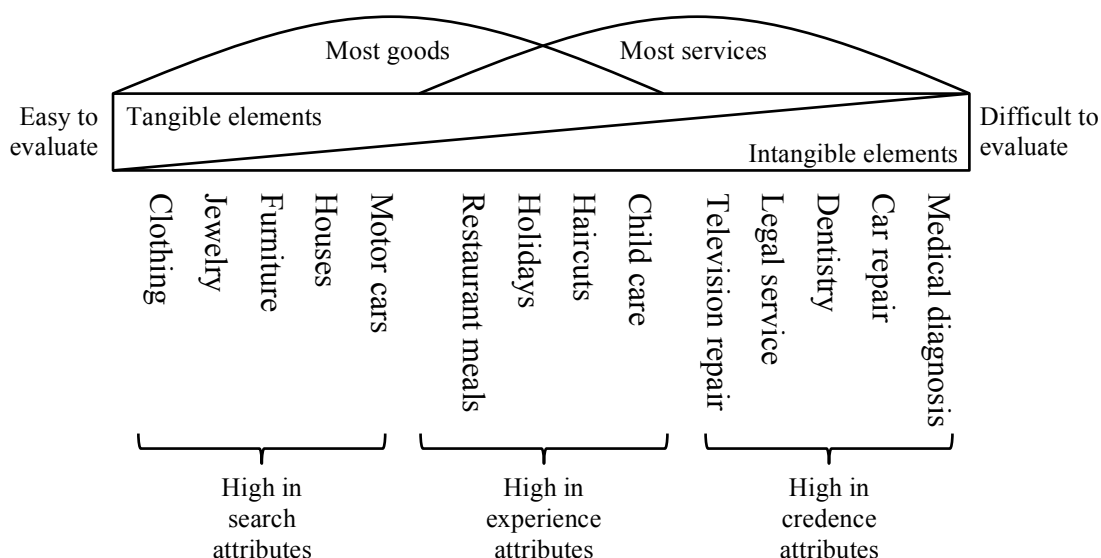


Figure 3: The Goods/Service Continuum
Source: Rushton & Carson, 1989

As the figure above shows, services are primarily judged by experience and/or credence attributes and intangible elements, whereas goods are evaluated mostly by search or experience attributes and consist of rather tangible elements (Rushton & Carson, 1989). One big difference is that the purchase of services does not result in the ownership of tangible elements, like the purchase of goods does (Kotler & Keller, 2006). Further, services differ in their risk and evaluation attributes. Very tangible services where mainly the physical quality counts, like those being closely similar to products, are evaluated using search attributes. These are services, like tailored clothing or fast-food restaurants. In these cases the service interaction is not the major part of the core service. Also the degree of perceived risk is low, as consumers already know, what to expect. On the contrary services with a high degree of intangibility exist, which are presumed as being very risky for the consumer. In this case the consumer has to rely on credence attributes to judge dimensions of outcome and interaction quality and has no signals of them before consumption of the service, except recommendations of others or word-of-mouth. The third type of services is one with a moderate degree of tangible and intangible parts, like restaurants or hotels. Here the service quality can best be evaluated after the consumption and actual experience of a service (Lovelock & Wirtz, 2011). Nevertheless, these services consist also of tangible elements, which can be scrutinised before the consumption of a service. Therefore those are characterised by a moderate degree of risk, as the tangible parts can be evaluated prior purchase.

All in all, most services are either evaluated with credence or experience attributes, which means the service quality perception is very hard to quantify or measure. This poses a certain problem in the evaluation of services and as consequently in the estimation of service satisfaction and in the resulting feedback effects. Later in this thesis, the question how to deal with that certain problem concerning service extensions and feedback effects will be discussed.

2.2.2 The Concept of Service Quality in Relation to Customer Satisfaction

As already mentioned before service quality is a comparison between customer expectations of a service performance and the actual performance of the service. Consequently also the evaluation of services is highly influenced by the expectations customers have towards the service and the actual service quality. Generally it can be said that consumers are only satisfied with a service extensions in case the experienced service meets the service expectations the consumer has (Zeithaml, Berry, & Parasuraman, 1993). Service expectation consists of different levels: Desired, predicted and adequate services, which are all parts of the figure below.

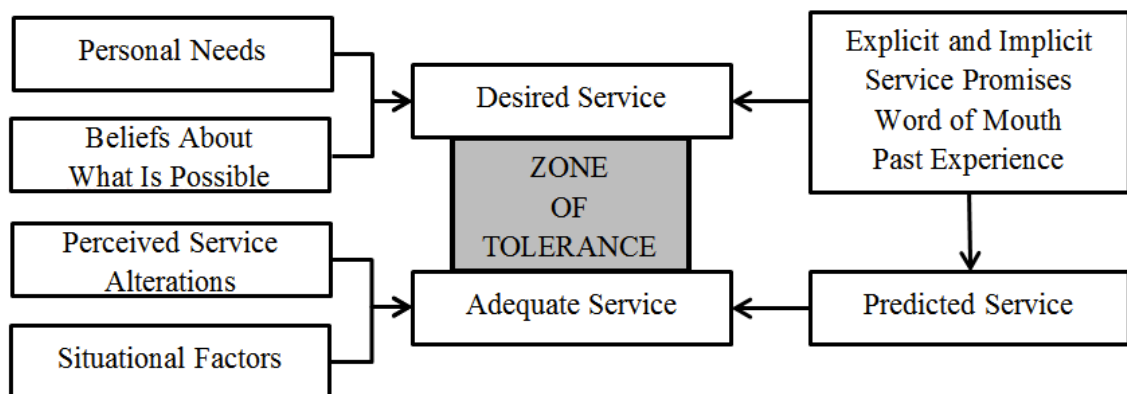


Figure 4: Service Quality Model

Source: Parasuraman, Zeithaml, & Berry, 1985; Zeithaml, Berry & Parasuraman, 1993; Lovelock & Wirtz, 2011

Between the desired and the adequate service the so-called zone of tolerance is situated. In this area consumers are willing to accept slight variations of service quality levels (Zeithaml, Berry, & Parasuraman, 1993). On the one side, desired service is influenced by personal needs and opinions about which service quality level is possible. On the other side, it is manipulated by word-of-mouth, consumer experience and service promises. However, adequate service is controlled by perceived service alterations or alternatives and situational factors. Furthermore, adequate service is also influenced by

the predicted service, which is vice versa again influenced by word-of-mouth, past experience and service promises (Zeithaml, Berry, & Parasuraman, 1993; Lovelock & Wirtz, 2011).

The zone of tolerance, lying between the adequate and the desired service, does vary from one service to another (Zeithaml, Berry, & Parasuraman, 1993). Summed up, it can be stated that the higher the price a customer pays for the service is, the narrower is the zone of tolerance. This can be explained like this, if a customer pays for a premium, high-quality service, he or she will be dissatisfied in case the service delivery fails and furthermore, he or she pays to receive ultimate quality with no variations (Lovelock & Wirtz, 2011).

Concerning customer or service satisfaction or dissatisfaction it can be said that in case the perceived performance level is evaluated higher than the expected performance, the customer receives positive disconfirmation and is very likely to be surprised. This will result in a high level of service quality and consequently high customer satisfaction. The reverse case is that the expected performance level is higher than the perceived one, meaning the customer experiences negative disconfirmation, namely a low quality service, leading to dissatisfaction. However, if the expected level lies within the so-called zone of tolerance and is somewhere near the perceived level the customer is confirmed and slightly satisfied (Walker, 1995).

The reason why customer satisfaction is so important for the evaluation of brand extensions and for the creation of feedback effects is because satisfaction is assumed to be one of the main determinants for the creation of feedback effects. The concept of customer satisfaction in relation to feedback effects will be presented in more detail in chapter 2.5 (feedback effects). But before this thesis starts with feedback effects of brand extensions the evaluation of brand extensions must be discussed which explains where feedback effects originally stem from.

2.3 Evaluation of Brand Extensions

This chapter is one of the main parts of the master thesis, as it tackles what the origins of feedback effects are. Feedback effects occur after a customer has judged a brand

extension. After this evaluation positive or negative feelings, depending on the consumer's level of satisfaction with the extension occur and influence the perception of the parent brand image (Völckner, Sattler & Kaufmann, 2008). Therefore, it is important to reconsider every extension carefully (Shankar & Carpenter, 2012). Concerning the evaluation of brand extensions it must be distinguished between literature findings for the evaluation of product extensions and of service extensions.

As most research studies center around product extensions and their success factors, these findings can be seen as the basis for all brand extension research. One of the first studies, which tackled the topic of brand extension evaluation was those of Aaker and Keller (1990) The most important findings from this research paper are presented, as this can be seen as the pioneer study in the field of brand extensions: In order that an extension can be successful the customer must have positive associations with the parent brand. According to Aaker and Keller (1990) positive associations from the parent brand to the extension are only transferrable in case the perceived fit between those two is high. Second, also the parent brand quality has an impact on the brand extension evaluation. However, the influence of quality is only relevant in case there is at least some perception of fit. Aaker and Keller (1990) propose three measures of fit, which show how similar the extension product is to the parent brand product. The first one describes fit as a measure of complement, which means that the brand extension is a counterpart to the original product. Therefore, the consumer buys both, the brand extension and the original brand product to satisfy one specific need. The second measure of fit is substitute, which states that the extensions replaces another product and satisfies the customer's needs in the same way the original brand does. The last measure is transfer and describes the company's ability to offer products or services in another category than those they are presently active in. Aaker and Keller (1990) also found out that the perceived difficulty of creating an extension also plays a big role in how consumers evaluate a brand extension. On the one side the perceived difficulty of offering an extension leads to a positive evaluation, but in case the extension is perceived as very easy to make the opposite is the case, and this might result in a low extension evaluation and negative feedback effects (Aaker & Keller, 1990).

Therefore, Aaker and Keller (1990) are convinced that the two most important variables for an extension evaluation are the degree of fit between an extension and the parent brand as well as the quality of the parent brand itself. Furthermore, also the interaction

between those two variables can be influential. However, parent brand quality has no direct influence on the extension evaluation, like fit has.

The famous study is questioned by Bottomley & Holden (2001), who re-analysed the prior presented study. Those two authors came to another solution, namely that both variables, the degree of fit as well as the parent brand quality can be used to become an idea of how consumers judge the brand extension and that both variables are equally important.

Therefore, the following model for the evaluation of a product extension can be made:

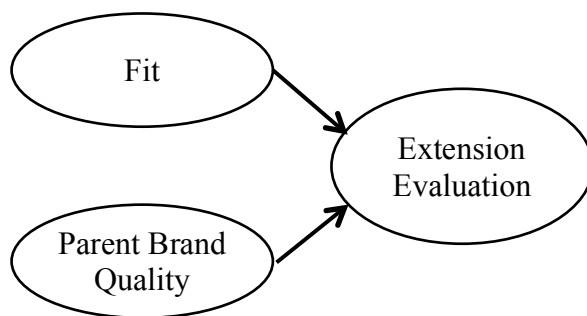


Figure 5: Variables for Product Extension Evaluation

In the following section, the two factors influencing the extension evaluation will be discussed in further detail.

2.3.1 Explanation of the Factors Parent Brand Quality and Fit

The first factor, which is assumed as having an influence on the extension evaluation, is parent brand quality (Aaker & Keller; 1990). Parent brand quality describes the quality perceptions, which come to one's mind, when hearing a brand name. According to many authors, parent brand quality consists of quality standards (van Riel, Lemmink, & Ouwersloot, 2001), reputation (Hem, de Chernatony, & Iversen, 2003) and prestige factors (Park, Milberg, & Lawson, 1991). In case these three factors are positive, brand quality has an affirmative influence on the brand extension evaluation. It can be said that the better the initial brand quality is, the higher is the extension valued in consumers' minds (Martinez Salinas & Pina Pérez, 2009). This assumption also received high support in a study, conducted by van Riel et al. (2001), where it has been proven that extension evaluation is higher for brands, which refer to high parent quality.

The second factor, being responsible for the extension evaluation is fit. Past research claims that the higher the fit between the extension and the parent brand is, the more favourably evaluated will the extension be (de Ruyter & Wetzels, 2000). Perceived fit is often stated as being one of the most important attributes concerning extension evaluation (Aaker & Keller, 1990). This positive effect was proven in many studies analysing products extensions (Aaker & Keller, 1990; Kim & Roedder John, 2008; Martinez Salinas & Pina Pérez, 2009). According to the model as well as to many authors fit is on the one hand heavily influenced by the parent brand quality and on the other hand has a direct effect on the extension evaluation (Martinez Salinas & Pina Pérez, 2009). In case of having a high fit between the extension and the parent brand, consumers are likely to make their extension evaluation according to their attitude of the original brand. This means the transfer of the initial brand quality to the extension works (de Ruyter & Wetzels, 2000). Therefore, sound knowledge and a high parent brand quality is seen as a prerequisite of a positive extension evaluation (Keller & Aaker, 1992).

On the contrary, perceived fit between the brand extension and the parent brand can also be low. In this case, consumers rate the extension according to its benefits and core attributes. Further, low degree of fit also leads to smaller acceptance of the extension, as the extension receives no positive impact of the parent brand's strength (de Ruyter & Wetzels, 2000). This makes non-acceptance and default of a brand extension more likely.

The factor of perceived fit goes hand in hand with brand breadth. This means the broader the range of a brand is, the higher is the variability among various product types, which are called by the same brand name. An example is Virgin, which is one of the broadest brands as for example a record store and an airline are represented by this brand name. Concerning the factor 'degree of fit' it can be said: the broader the brand breadth of a brand is, the farther the brand extension can stretch. This means perception of fit or similarity should even have a higher impact in case of narrow brands than in case of broad brands (Boush & Loken, 1991).

In order to scrutinise this dimension the factor perceived fit is divided into two different dimensions: Category Fit and Image Fit.

Category fit, also called category consistency, describes how similar the extension is in comparison to the brand's existing services or products (de Ruyter & Wetzels, 2000). Image fit, however, concentrates on the question if the extension shares the same associations and feelings the parent brand evokes, like functionality, emotional values or prestige factors (Martinez Salinas & Pina Pérez, 2009).

However, the influence of the factor of fit is heavily discussed in literature when it comes to the evaluation of service extensions (Völckner, Sattler, & Kaufmann, 2008). Therefore, the following chapter takes a closer look on the evaluation of service extensions and if any difference in comparison to product extension evaluation exists.

2.3.2 Evaluation of Service Extensions

The evaluation of service extensions poses a big problem for researches nowadays, as only little is known about service extensions in general. Especially, service extensions stemming from product brands are a nearly unexplored field in marketing research, although the introduction of service extensions becomes more and more popular for big global product brands. A lot of research concerning product extensions was done in the last years and a load of insights could be gained (Aaker & Keller, 1990). However, they could not be directly transferred to the field of service extensions, as quality evaluations and customer satisfaction are influenced by different factors in services than in goods. This is caused by service characteristics as heterogeneity, intangibility, interaction and perishability, which have been mentioned before in chapter 2.2 (Lovelock & Yip, 1996; Lovelock & Wirtz, 2011).

Nevertheless, de Ruyter and Wetzels conducted a survey dealing with service brand extensions and found out that consumers evaluate service brand extensions to near related markets more favourably than for very far, unrelated markets (de Ruyter & Wetzels, 2000). This could make sense, as also many articles about product extensions proved that degree of fit is one of the biggest influence factors on how consumers evaluate an extension (Aaker & Keller, 1990). Nevertheless, in the study of de Ruyter & Wetzels (2000) fit is only taken as a proxy for the service quality, which is not directly included in the study. As other researchers are convinced that service quality is the major determinant in the evaluation of service extensions (Parasuraman, Zeithaml, & Berry, 1985), this variable is also included in the model presented below (Völckner, Sattler, & Kaufmann, 2008). However, if service quality is directly included in the

service evaluation process the direct influence of fit, which for a long time served as a proxy for service quality, might become irrelevant. Finally, the initial image perception of the parent brand also called parent brand quality before the service extension has a big influence on the extension evaluation (Völckner, Sattler, & Kaufmann, 2008). Summing up, it can be concluded that the evaluation of service extensions, is assumed to be influenced by three general factors:

- Parent brand quality (=brand image before)
- Degree of perceived fit
- Service quality level of the extension

2.3.3 Proposed Model for the Evaluation of Service Extensions

In the following section a model will be developed, which presents the various factors having an influence on consumers' evaluation of extensions. The model, presented below, is a collection of improvements from several authors and should help determine which factors influence the evaluation of service extensions. Furthermore, it tries to explain the relationship between initial brand image, perceived degree of fit and service quality on the extension evaluation (Parasuraman, Zeithaml, & Berry, 1985; Aaker & Keller, 1990; Hem, de Chernatony, & Iversen, 2003; Lei, Pruppers, Ouwersloot, & Lemmink, 2004; Martinez Salinas & Pina Pérez, 2009; Völckner, Sattler, & Kaufmann, 2008; Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). The main difference between the model for product extensions is that the factor of service extension quality is added. This is done as Völckner et al. (2008) propose that the factor of service quality has an important role in the evaluation of service extensions and consequently in the creation of feedback effects.

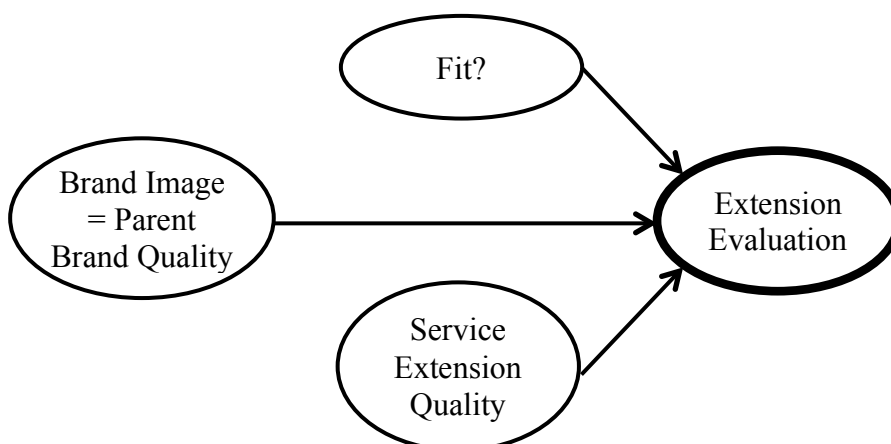


Figure 6: Variables of Service Extension Evaluation

According to past studies fit is said to have a direct influence on the extension evaluation. This would mean, the higher the fit between the parent brand and the service extension is, the better will the extension evaluation be. However, this is heavily questioned in present studies when it comes to the evaluation of services, since experts argue that a positive brand extension evaluation is mainly influenced by the level of service quality the extension has (Völckner, Sattler, & Kaufmann, 2008) and not by the degree of fit. Another reason, why the impact of fit on the extension evaluation might have been overestimated in past studies is that fit had always been taken as a proxy for product or service quality. Former authors only focused on naming theoretical brand extensions to the respondents without letting the respondents experience and judge the brand extension quality (Aaker & Keller, 1990). In this thesis, however, the factor of service quality is directly included in the empirical study and also manipulated, which makes the influence of fit on the extension evaluation questionable. Quality plays especially a big role when it comes to services, due to their high intangibility and interaction (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Furthermore, as already mentioned before service quality is the main factor in the evaluation of services, which leads to customer satisfaction or dissatisfaction (Zeithaml, Berry, & Parasuraman, 1988). Therefore it can be assumed that high service quality leads to a favourable extension evaluation, whereas a low level of service quality results in a poor extension evaluation. Additionally, it is also suggested that the parent brand quality, which in this case is the parent brand image before the extension, has an influence on consumers' evaluation of the service extension (Aaker & Keller, 1990; Mahnik & Mayerhofer, 2006).

In order to understand which consequences brand extensions evaluation can have for the brand image the next chapter must be read, which presents how service extensions and an already well-known parent brand name can serve as risk reducer for consumers and consequently can increase the service acceptance and create positive feedback effects.

2.4 Consequences of Brand Extensions

Generally consequences of brand extensions can be positive or negative for the parent brand. First, it must be distinguished between two broad types of brand extension benefits. On the one hand brand extensions can facilitate the acceptance of a new

service or product offer. On the other hand successful extensions can lead to an improvement of the parent brand image and consequently increase the company value itself. The second type is also known as positive feedback effect, which means that the consumer rates the brand image higher after the consumption of a service than before (Keller, Apéria, & Georgson, 2012; Rastogi, 2012).

The first types of benefits of brand extensions are those that increase the acceptance of a new service offer. This means having a strong parent brand with a very popular brand name can influence the success of an extension enormously. Brand extensions of well-known companies, such as Virgin, Tesco, Red Bull or L'Oréal communicate a long living and sustaining image to the consumer. Therefore, a familiar name and long-lasting reputation of serving customers with high-quality products or services seems being a sufficient risk-reducer for people (Keller, Apéria, & Georgson, 2012). This is especially of high importance, if a company is expanding to a market where the company has no proven expertise, which is the case when a product parent brand launches a service extension (de Ruyter & Wetzels, 2000). In this case a well-known brand name can serve as a risk reducer. Consumers trust quality brands not to break their promise, selling a product or a service with a high performance (Taylor, 2006). This means on the one side it is easier to sell and on the other hand consumers are already familiar with the brand name and therefore have a higher willingness to buy or to try the new service (Keller, Apéria, & Georgson, 2012).

The other types of benefits are those, which contribute as positive effects towards the parent brand. Here the enhancement of the parent brand image is the most important advantage of brand extensions, because it positively influences sales and provides positive changes to the parent brand (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). Furthermore, a successful brand extension can result in increased market coverage, a clearer brand meaning or simply in a revitalization of the brand. All those benefits are known as positive feedback effects, which mean the brand image is valued higher after the consumption of the brand extension than before (Keller, Apéria, & Georgson, 2012). This theory is also supported by Völckner et al. (2008), who are convinced that successful extensions strengthen the brand image and clarify the brand's core values.

Nevertheless, brand extensions can also carry a lot of disadvantages or threats with them, especially if they are not considered carefully. Shortly said, if poorly planned

nearly all benefits, mentioned above, can turn into disadvantages (Elliott & Percy, 2007). If a brand extension is unsuccessful in the eyes of the customer, this can lead to consumer confusion, concerning the values the brand stands for and its image. This often happens, if a brand introduces an extension, which does not meet the high quality standards of the parent brand (Loken & Roedder John, 1993) and in case the brand extension is not able to meet the expected performance level (Keller, Apéria, & Georgson, 2012). Consumers' disappointment concerning the extension can even result in frustration and negative perceptions, or feedback effects for the parent brand image. (Elliott & Percy, 2007; Völckner, Sattler, & Kaufmann, 2008). Therefore, one of the most severe problems a company can face after launching an extension is harm or dilution of the parent brand image (Roedder John, Loke, & Joiner, 1998), which is known as negative feedback effects.

As it could be seen above feedback effects resulting from an either successful or unsuccessful brand extension can have a big and essential influence on the parent brand image and therefore also on the company value. However, up to now this topic has not received much attention of former researchers, although it is of high importance for brand managers and companies (Lane & Jacobson, 1997). Therefore, this study concentrates on the main drivers of feedback effects in service extensions, the creation of feedback effects and which consequences they can have.

2.5 Feedback Effects of Brand Extensions

As already heard above feedback effects are the influences a brand extension has on the post evaluation of the parent brand image in comparison to the pre evaluation of the parent brand image. (Keller, 2008). Therefore, they can be defined as "Feedback effects are the reciprocal impact of the brand extension on the parent brand, which can be either positive or negative" (Dwivedi, Merrilees, & Sweeney, 2010, p. 329).

However, the existence of feedback effects from brand extension evaluation to brand image evaluation was questioned very heavily in past studies. In many research articles no damage or dilution of brand image could be found. Especially, less distinctive attributes of a brand, like brand quality, were nearly immune to negative feedback effects (Keller & Aaker, 1992; Loken & Roedder John, 1993; Aaker, 1996). Romeo

(1991) as well as Keller and Aaker (1992) only found that a poorly rated extension does not have an impact on the image evaluation of the parent brand. According to them, the risk of negative feedback effects on the parent brand name can be neglected (Romeo, 1991; Keller & Aaker, 1992). Here a study from Loken and Roedder John (1993) followed, where the authors experienced that beliefs about product attributes (like the gentleness of a product) can be negatively influenced by an extension, whereas they also could not detect any feedback effect on the brand attitude in general (e.g. product quality). Also other researchers, like Lane and Jacobson (1997), were convinced that a feedback effect does have an impact on the brand image, although it is perceived as being small in comparison to the effect a famous brand name has on the extension evaluation. These findings have been enlarged by Ahluwalia and Gürhan-Canli (2000), who analysed that negative feedback effects on the parent brand image occur, in case customers are negatively informed about a brand extension. Additionally, they came up with the findings that fit between the parent brand and the extension is one of the main drivers of feedback effects (Ahluwalia & Gürhan-Canli, 2000), which goes hand in hand with present literature of extension evaluations. Gürhan-Canli intensified his findings in a second study with Maheswaran, where both authors found out that positive feedback effects, after a successful extension experience positively influence a brand value, whereas negative feedback effects can also harm the parent brand image (Gürhan-Canli & Maheswaran, 1998). Finally, Völckner et al. (2008) came to the conclusion that powerful core brands are more vulnerable to negative feedback effects than unknown brands. The reason for this is the following: Consumers have higher quality expectations for famous brands with a strong brand image than for weak and ones. Furthermore, high quality levels are more difficult to reach than moderate ones, and therefore propose a challenge for brand extensions. The reverse is the case, when it comes to positive feedback. Positive feedback effects tend to be much lower for strong parent brands, as they already have a high quality level and consumers are expecting high-quality service or product extensions (Völckner, Sattler, & Kaufmann, 2008).

An explanation, why in the first studies about feedback effects, brand names seemed to be quasi immune to failing brand extensions is that the parent brand name often has a long history, which is much more difficult to dilute in contrast to the brand extension image. Another possibility for these findings is that former research was simply not capable of documenting and detecting these negative feedback effects, especially concerning service extensions nearly no concrete results could have been found yet

(Lane & Jacobson, 1997). Another reasonable explanation, why former researchers have not been able to prove the existence of negative feedback effects is that previous research mostly focused on product extensions and in this thesis, feedback effects of service extensions on the parent brand image of a product brand are scrutinised. Due to the prior discussed differences between services and goods it is very likely that also dissimilar feedback effects result from service extensions in comparison to product extensions. This is also supported by later authors (Ahluwalia & Gürhan-Canli, 2000; Völckner, Sattler, & Kaufmann, 2008). Finally, in the early studies respondents did not experience real extension situations, they only received information about the type and the name of the extension as well as the parent brand name. This might lead to a lower influence of feedback effects on the parent brand image.

As Völckner et al. (2008) were among the first researchers, who investigated the role of service quality in the creation of feedback effects of service extensions, this thesis should help to enlarge the current findings. Therefore, the next chapter explains the emergence of feedback effects of service extensions. Especially, service extensions stemming from a famous product parent brand represent a big challenge, as potential feedback effects on the parent brand image are very difficult to estimate (Brown, Sichtmann, & Musante, 2011).

2.5.1 How do Feedback Effects Emerge? The Role of Customer Satisfaction

Positive or negative feedback effects emerge after a consumer has evaluated an extension. In the so-called post-encounter stage consumers evaluate their service experience in comparison to their prior expectations. During that process the feelings of satisfaction or dissatisfaction towards a service occur (Lovelock & Wirtz, 2011), resulting in positive or negative feedback effects towards the parent brand image. The emergence of satisfaction or dissatisfaction is visualised in the figure below.

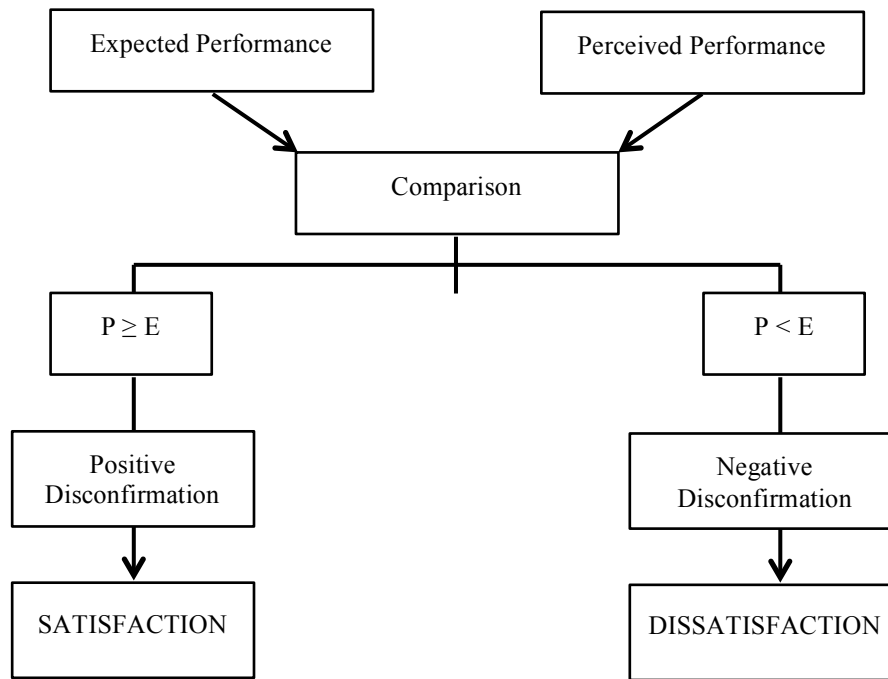


Figure 7: Roots of Satisfaction and Dissatisfaction

Source: Woodruff, Cadotte, & Jenkins, 1983; Hill, 1986; Erevelles & Leavitt, 1992; Walker, 1995.

In general satisfaction is a judgment of attitudes, which is built after experiencing a service, which can also be seen in figure 7. Many experts agree that satisfaction emerges after experiencing high service quality, which is a result of approved or even exceeded expectations (Zeithaml, Berry, & Parasuraman, 1993). This means the customer has a specific perception about the service process in mind before s/he decides to consume the service. Expectation towards a service is formed during the search and choice process, where the customer compares several services and different service provider offers (Lovelock & Wirtz, 2011). In case the perceived service (P) meets or even exceeds prior established expectation levels (E), high service quality, as well as positive confirmation and satisfaction emerges. On the contrary, if prior expectations are not met, consumer dissatisfaction results, which can also be called negative disconfirmation (Parasuraman, Zeithaml, & Berry, 1985). This happens, if the actual service performance or perceived service (P) is worse than the expected (E) or wished service. Nevertheless, a zone of tolerance exists, which is lying above the adequate service level. Within the zone of tolerance service variability is accepted by the consumer and still leads to satisfaction (Zeithaml, Berry, & Parasuraman, 1993; Lovelock & Wirtz, 2011).

Furthermore, consumers can also be positively or negatively surprised by the experienced service performance or quality. In case consumers are positively surprised

by the service quality, the results are higher than their expectations and as a consequence they are pleased and repeat the purchase. In the long-run pleased customers become loyal ones, which diffuse word-of-mouth and create positive feedback effects. Therefore, they are highly valuable for the company (Walker, 1995; Lovelock & Wirtz, 2011).

The reverse case is a highly dissatisfied customer. If the service performance is below levels of acceptance, the consumer is negatively surprised about the poor service quality level. In this case he is very likely to switch to the competition and/or complain about the service (Lovelock & Wirtz, 2011). As a consequence, negative feedback effects towards the parent brand can be created and can cause a strong damage to the brand image (Lane & Jacobson, 1997).

Dissatisfaction in services may emerge due to long waiting for the service, impolite employees, failures of the core service or poorly executed work. Emotion research, however, states that dissatisfaction is related to hatred, anger and disgust. Furthermore, people, who are dissatisfied have feelings or thoughts of unfulfillment or missed experience. Dissatisfaction occurs in case the service outcome is not as good or qualitatively high as it was promised or imagined to be. However, the consequence of customer dissatisfaction is often complaint behaviour, which can also include informing third parties about the missing quality, negative word-of-mouth and switching (Bougie, Pieters, & Zeelenberg, 2003).

In situations characterised by extreme dissatisfaction even anger can arise. Anger results, when the customer evaluates the service experience as extremely unfair and in case the service provider causes the failure, although s/he has high control over the service and the failure has a stable reason, which means it is repeated over time (Swartz & Iacobucci, 2000). The big difference between anger and dissatisfaction is that angry customers already know who is responsible for the service failure, whereas dissatisfied customers are still attempting to find out why the service failure did occur (Bougie, Pieters, & Zeelenberg, 2003).

2.5.2 Three Stages of Satisfaction or Dissatisfaction Development

The creation of satisfaction or dissatisfaction after the consumption of a service does not happen at only one point in time, but can be divided into three different stages. Therefore, the upcoming process of satisfaction or dissatisfaction is totally different when it comes to service extensions in comparison to product extensions. Concerning products, feelings of satisfaction result after consumption or purchase of a good. In contrast, feelings of satisfaction or dissatisfaction with services are coming up in three phases of the service consumption process and can also change during the service delivery process: (Walker, 1995)

- the pre-consumption stage
- the consumption stage
- the post-consumption stage

The first stage of consumption is characterised by the surrounding and the peripheral components of the service and how those first impressions fit with the prior-expectations the consumer has towards the service. Examples are the cleanliness of a coffee shop, the room's temperature or simply the look of a restaurant. The first stage is a very important one, as it is often the only possibility for consumers to estimate the service quality before the actual purchase of the service (Bitner, 1990; Walker, 1995).

At the second stage, the real consumption is compared with the expected service performance. Of course the evaluation of the core service is the most important one, as the actual service quality is measured in this stage (Walker, 1995).

In the so-called post-encounter stage, consumers do a comparison of the wished and actual peripheral performance (Boulding, Kalra, Staelin, & Zeithaml, 1993). Examples of this post-consumption stage are payment in a restaurant; promptness of check out procedures in a hotel or the friendliness of a service provider after the core service has been finished (Walker, 1995).

Though it is very hard to tell at which point one stage ends and the other one begins, all three parts lead to the creation of satisfaction or dissatisfaction, resulting in positive or negative feedback effects towards the parent brand image (Boulding, Kalra, Staelin, & Zeithaml, 1993).

2.5.3 Proposed Model for the Emergence of Feedback Effects

As it can be seen in the figure below, feedback effects stem directly from satisfaction or dissatisfaction resulting from an extension experience, characterised by a distinctive level of service quality. Depending on the level of service quality, high or low, the customer feels satisfied or dissatisfied after the consumption of the extension and feedback effects towards the parent brand image after the extension are developed. However, it also might be possible that fit has a direct or indirect influence on the creation of feedback effects as they might influence the evaluation of the service extension (Lei, Pruppers, Ouwersloot, & Lemmink, 2004). As this factor is heavily questioned, it is left out in the model, but it will be analysed in the empirical part.

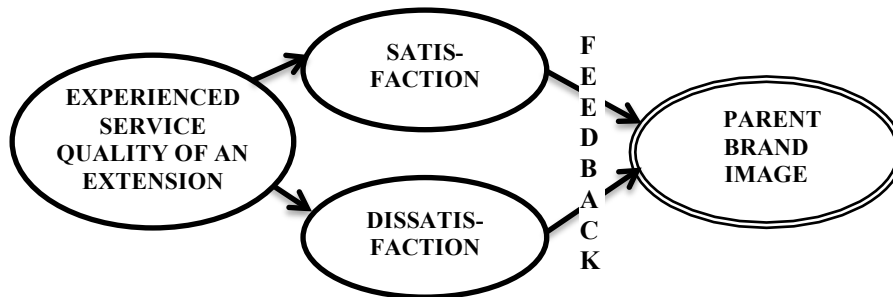


Figure 8: Emergence of Feedback Effects

The model presented above, tries to explain which influence the experienced service quality of an extension has on customer satisfaction and how the final brand image can be changed by the introduction of an extension (Lane & Jacobson, 1997). Furthermore, the model clarifies the creation feedback effects, resulting from satisfaction or dissatisfaction after experiencing a service extension. In the whole master thesis image is defined as consisting of parent brand quality before and after the extension as parent brand quality can be seen as the main indicator of brand image. According to Mahnik and Mayerhofer (2006) brand image consist to 70% of brand quality, therefore it can be seen as an important determinant of brand image. The change of the parent brand image before and after the consumption of an extension can be regarded as the feedback effects stemming from an extension evaluation. (Martinez Salinas & Pina Pérez, 2009).

However, the main driver of feedback effects on the parent brand image is the perceived service quality (Völckner, Sattler & Kaufmann, 2008), which results in satisfaction or dissatisfaction and therefore has a direct influence on the creation of feedback effects. Perceived quality in a service process describes the degree to which the delivered

service meets consumers' expectations (Parasuraman, Zeithaml, & Berry, 1985). As already explained before, service quality perceptions differ notably in comparison to product quality perceptions, as the customer is present during the process of service delivery and thus the quality evaluation becomes more complex. (Ghobadian, Speller, & Jones, 1994):

Furthermore, the service quality level of the extension must also be considered in comparison to the parent brand quality or the parent brand image. In case the extension is evaluated higher in terms of quality than the core brand, this should improve or at least not harm the associations towards the quality of the original brand. Quite the reverse, this means that an extension with a lower quality than the parent brand can lead to a dilution of the quality-level associated with the parent brand and therefore results in negative feedback effects and a worse parent brand image (Völckner, Sattler, & Kaufmann, 2008).

2.5.4 Three Models How Feedback Effects Can Change the Brand Image

Brand attitudes and brand beliefs can change as a response to a brand extension, which a consumer experiences differently than prior expected. In order to understand how the perception of the brand image can change after experiencing a dissatisfactory or a surprisingly good brand extension, three models concerning the processing of negative or positive feedback effects are developed. Former research defined parent brand names as schemas, which include customers' know-how about certain product or service attributes and evaluations, which are linked to the original brand name (Sujan, 1985). In addition Weber and Crocker (1983) developed three different models, which show how brand schemas in the minds of the consumers can change according to incongruent information. Incongruent information in this thesis means, that customers experience a service differently than expected or receive divers information. This means the extension can be either better or worse than thought before the consumption of a service.

- The subtyping model
- The bookkeeping model
- The conversion model

(Weber & Crocker, 1983; Gürhan-Canli & Mahesaran, 1998)

The first model, called subtyping model, claims that atypical information is generally seen as an exception to the rest and therefore classified as subtype. Each subtype consists of certain beliefs associated with this special type. This means unexpected instances are considered as exceptions and categorised as sub-types with different associations than the original brand has. The creation of subtypes limits the influence of extreme different information on the existing schema. Consequently, the negative feedback effect on the image of the parent brand is somehow reduced. But extensions that differ only a little from the parent brand are incorporated to the parent brand category and can change the perception of the parent brand image and create negative feedback effects (Romeo, 1991; Gürhan-Canli & Mahesaran, 1998; Thorbjørnsen, 2005).

Subsequently, the bookkeeping model suggests that every new bit of information leads to a change of the schema, as the new information is included in the core brand perceptions. This means the modification of the schema is higher, in case of higher incongruity, but even can happen facing extensions with high coherence (Gürhan-Canli & Mahesaran, 1998; Thorbjørnsen, 2005).

Ultimately, the conversion model proposes that a modification of schemes only takes place, if they are exposed to very atypical cases (Gürhan-Canli & Mahesaran, 1998; Thorbjørnsen, 2005; Martinez Salinas & Pina Pérez, 2009).

Summing up, the subtyping model is very appropriate in case consumers are not very interested in receiving and dealing with information concerning the extension. Whereas, the bookkeeping model is used when consumers have high motivation concerning receiving information about an extension (Gürhan-Canli & Maheswaran, 1998). Nevertheless, the conversion model only received minor support by other authors, whereas the bookkeeping and the subtyping model have been heavily encouraged (Thorbjørnsen, 2005). In case of high motivation the picture consumers have of a brand changes accordingly to the bookkeeping model. On the contrary, in case of low motivation it changes accordingly to the subtyping model (Gürhan-Canli & Maheswaran, 1998). Therefore, the impact a feedback effect can have on the parent brand image heavily depends on the type of service or product extension.

2.5.5 Positive Feedback Effects

Positive feedback effects are those, which are desirable for companies. The main problem of positive feedback effects is that they are widely unexplored as only few studies focus on the potential positive feedback effects of brand extensions. Nevertheless, their big importance may not be underestimated, since they can have a favourable influence on the parent brand image and increase sales. Furthermore, extensions can also create a possibility for brands to enlarge their product or service spectrum and enter new markets (Milberg, 2001; Park, Jawarski, & MacInnis, 1986).

According to this thesis, positive feedback effects of service extensions result after a consumer has experienced a high quality service extension and in case he or she feels satisfied after the consumption (Parasuraman, Zeithaml, & Berry, 1985; Völckner, Sattler, & Kaufmann, 2008).

Nevertheless, the existence of positive feedback effects for high-quality brands like for example Nespresso is questioned very heavily in past literature (Keller & Aaker, 1992; Völckner, Sattler, & Kaufmann, 2008). The ceiling effect argument proposes that positive feedback effects for strong brands are very unlikely to occur, since consumers already have high quality perceptions in their mind, which are hard to improve. Therefore, the occurrence of positive feedback effects for strong brands after a successful extension is very unlikely (Keller & Aaker, 1992). The same is supported by Völckner et al. (2008), who claim that positive feedback effects are harder to find for strong brands, than negative feedback effects are.

Therefore, the main question of this chapter is, do positive feedback effects of high-quality brand exist (in this case the example Nespresso is taken)? And if yes, in which cases does a service extension lead to positive feedback effects and which factors influence their creation? As already mentioned before, service quality can be seen as a major determinant in service extensions evaluation, which leads to extension success or failure and to the creation of customer satisfaction or dissatisfaction with the service (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). This will be tested with a manipulation check in the empirical part before the analysis of the hypotheses starts.

Therefore, **hypothesis 1a** can be developed: **Customer satisfaction with a service extension has a positive influence on the post image evaluation of the parent brand.**

2.5.6 Negative Feedback Effects

Negative feedback effects mainly occur in case the consumer is dissatisfied with the service performance (Völckner, Sattler, & Kaufmann, 2008). This can happen if the customer receives information, which does not fit his present beliefs about a brand or if the customer experiences a service extension with a lower level of service quality than prior expected. However, in extreme cases negative feedback effects can even be the result of a successful extension, only because the consumer sees no sense in the development or in the creation of the extension (Thorbjørnsen, 2005).

Feedback effects can result in negative evaluations of a brand image, which is called brand devaluation or brand dilution. Brand devaluation can negatively affect sales figures of existing products as well as the success of future product or service extensions. Furthermore, the risk of an extension failure and resulting negative feedback effects on the parent brand should be higher for product-to-service brand extensions, as the already well-known ways of thinking need to be reconsidered (Brown, Sichtmann, & Musante, 2011). Additionally, also the dilution of brand equity, as a consequence of an unsuccessful brand extension, is a big threat for companies. Therefore, this topic has gained importance in the last ten years.

Loken and Roedder John (1993) analysed that an extension failure can lead to the dilution of certain attribute beliefs, which consumers have about a well-known brand. This means consumers have certain associations when they hear about a famous brand. An example is that Neutrogena is mild. In case the extension does not fulfil these attribute associations, customers have with the parent brand name, this could be fatal. Especially, family brand names are very likely to create specific favourable associations when consumers think about them (Loken & Roedder John, 1993). If this assumption is applied to this master thesis: Everybody associates Nespresso with a noble, modern design and high quality standards. Therefore, extensions especially service extensions should share these attributes and should confirm the already built brand image of the parent brand (Loken & Roedder John, 1993).

As already heard before, in case consumers are exposed to undesirable information concerning service extension negative feedback effects can have an influence on the parent brand image (Völckner, Sattler, & Kaufmann, 2008). But regarding a global brand a total dilution of the parent brand image through one unsuccessful brand

extension is very unlikely to occur, as negatively evaluated extensions are not closely associated with the parent brand (Morrin, 1999) and the parent brand image is simply too strong for a total dilution. Nevertheless, also a devaluation of the parent brand image can have fatal consequences for the parent brand. In order to investigate if negative feedback effects exist and which influence they have on the image of a parent brand, hypothesis 1b is developed.

Hypothesis 1b: Customer dissatisfaction with a service extension has a negative influence on the post image evaluation of the parent brand.

2.5.7 Prospect Theory

This chapter deals with the prospect theory, which claims that negative experiences have a higher influence than positive ones (Kahneman & Tversky, 1979). In this thesis it will be investigated, if this theory can also be applied to feedback effects of service extensions.

Nowadays service quality is becoming more and more important and consumers demand higher levels of service quality than ever before. One reason is, the service economy is growing steadily and the number of service providers is increasing. However, a customer can be satisfied or dissatisfied with a service performance. If customers are dissatisfied, a company still has the chance to re-establish customer satisfaction, which is part of a service recovery process (Smith, Bolton, & Wagner, 1999; Maxham III & Netemeyer, 2002).

As said by the prospect theory, developed by Kahneman and Tversky (1979) losses have higher influences than gains. In case this theory is applied in the service sector, this means that a experiencing a negative service extension has a higher impact on satisfaction and on the creation of feedback effects than a positive service extension experience. The same is heavily supported by Romeo (1991), who claims that negative feelings are often more heavily weighted than positive ones and therefore also negative experience or service dissatisfaction has a higher impact on the post-image evaluation or on the creation of feedback effects than positive service experience has (Romeo, 1991).

One possible explanation might be that negative experiences evoke stronger feelings and reactions than positive ones, which also diminish over time. Therefore, negative

ones are also more notable for consumers (Maxham III & Netemeyer, 2002). This is also supported by another theory, called loss aversion of customers by Maxham III & Netemeyer (2002). “Loss aversion likewise suggests that when a sequence goes from a gain to a loss, people will weigh the loss more heavily, making this sequence less attractive than a sequence going from a loss to a gain” (Maxham III & Netemeyer, 2002, p. 58). Therefore, often a number of positive things need to be done in order to overcome one negative event (Mittal, Ross, & Baldasare, 1998).

As already mentioned at the beginning of this chapter, in case a customer experiences a negative service quality, like an unskilled hairdresser or an unfriendly waitress he or she experiences “a social loss” (Smith, Bolton, & Wagner, 1999, p. 360). In order to deal with this failure the consumer expects a social resource compensation, which matches the type of loss, like an apology. The type of compensation the customer waits for, depends on the severity of loss experienced by the customer. In case the customer experiences an economic loss, like a failure in providing the correct service outcome, for example the customer cannot take a booked flight, because of overbooking, the customer expects an economic resource as compensation (Smith, Bolton, & Wagner, 1999). However, customers tend also to judge recovery attributes, like response time to a customer complaint, to regenerate justice. Additionally, the compensation has to match the experienced loss. A customer, who was served by a rude waitress would evaluate an apology higher than refunding, to be contrary to an overbooked flight (Smith, Bolton, & Wagner, 1999).

In order to test, if prospect theory is also relevant in the field of feedback effects of service extensions **hypothesis 2** is established: **The negative effect of a service failure on the post-image evaluation will be stronger than the positive effect of a positive service experience on the post-image evaluation.**

2.5.8 The Role of Fit in the Creation of Feedback Effects

The degree of fit was for a long time seen as one of the major success factors of brand extensions as well as one main indicators for the creation of feedback effects. (Ahluwalia & Gürhan-Canli, 2000) This would mean the higher the fit between the parent brand and the extension is, the better must be the extension evaluation and the more positive the resulting feedback effects (Keller & Aaker, 1992). This would mean fit has a direct influence on the extension evaluation and an indirect effect on the

creation of feedback effects, as positive feedback effects result from a positive extension evaluation (Völckner, Sattler, & Kaufmann, 2008).

As fit was in the past seen as one of the most important prerequisites for having a successful extension, it seems logical that the non-existence of fit between the parent brand and the extension supports the creation of negative feedback effects. This can be due to several reasons, as for example the consumer sees no sense why a company provides the extension besides making money. Furthermore, consumers may be more critical with the judgement of an extension in case there is no degree of fit. On the contrary an extension with a high degree of fit, meaning it provokes the same associations as the parent brand, is very likely to create positive feedback and stabilises the core brand's image (Völckner, Sattler, & Kaufmann, 2008; Morrin, 1999).

Summing up, nearly all authors, who focused on brand extensions, agreed that high degree of fit results in a favourable evaluation of the extension and in the best case could result in an improvement of the brand image as a whole (de Ruyter & Wetzels, 2000). According to van Riel et al. (2001) a high degree of fit between the parent brand and the extension has a direct positive influence on the extension evaluation (van Riel, Lemmink, & Ouwersloot, 2001), which again has an affirmative influence on the creation of feedback effects. The same is proposed by Martinez et al. (2004), who support the assumption that the positive influence of fit on both the extension evaluation and on feedback effects exists.

However, as already discussed before, in past studies the factor of fit was only integrated as a proxy measure of service quality. Since service quality will be directly integrated in this study, the influence of the factor fit becomes partially obsolete. Therefore, it is investigated if the factor of fit has a strengthening impact on the creation of feedback effects, but it is not investigated if fit influences the direction (positive or negative) the feedback effects can go.

Therefore the following conclusion can be drawn: Post-image scores higher after a positive service extension scenario characterized by a high degree of fit, than after a positive service extension scenario characterised by a low degree of fit. This leads to the following hypothesis:

Hypothesis 3a: In case the perceived fit between the parent brand and the service extension is high, positive feedback effects on the parent brand image will be stronger.

According to Völckner, Sattler and Kaufmann (2008) a low degree of fit in negative scenarios leads to the opposite: Negative feedback effects on the post-image are stronger in case a low degree of fit exists. The reason for their assumption is that an extension with a low degree of fit might induce diverse association than those with the parent brand and therefore can harm the parent brand image (Völckner, Sattler, & Kaufmann, 2008). However, also Aaker and Keller (1990) acknowledged that consumers could be critical concerning extensions, which are lying out of the company's core-competences (Aaker & Keller, 1990; Milberg, Park, & McCarthy, 1997). Therefore, a different hypothesis for a low degree of fit and feedback effects is developed:

Hypothesis 3b: In case the perceived fit between the parent brand and the service extension is low, negative feedback effects on the parent brand image will be stronger.

3. Methodology

3.1 Research Design

The research design should give an overview of how the empirical part is structured and presents the reader the empirical design of the study.

The following figure, demonstrates the structure of the research design, which guides the reader through the structure of the research process. As it can be seen below, the study is divided into three parts, before conclusions about the possible research design can be drawn.

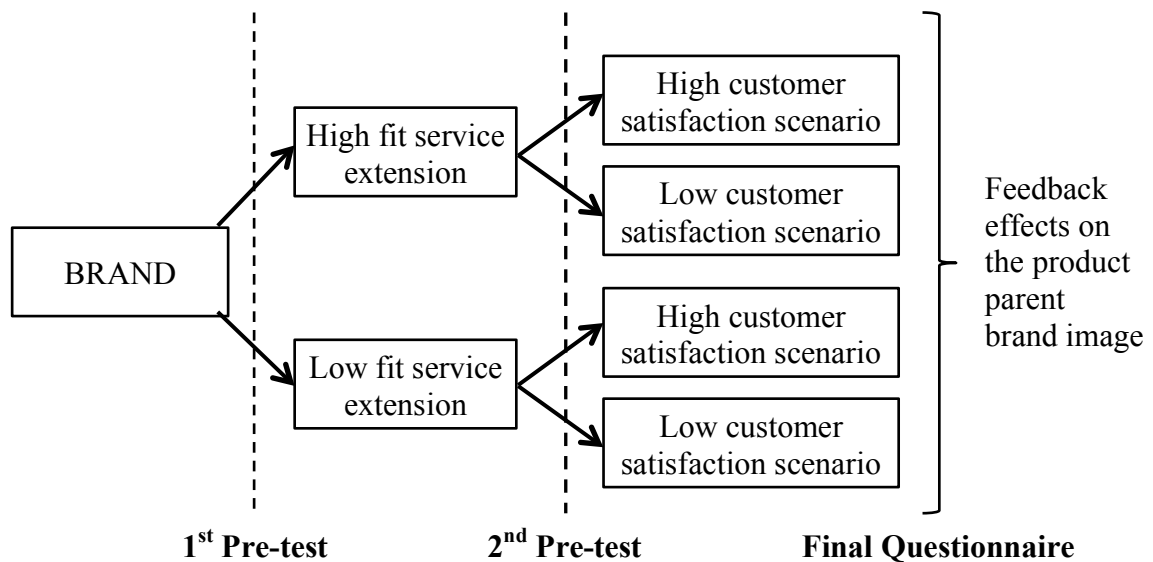


Figure 9: Blueprint of the Study on Hand

In order to begin with, a product parent brand needs to be chosen, which is in this case Nespresso. There are several reasons, why exactly this brand is taken: First of all, Nespresso is a famous global brand, which is known worldwide. Therefore, it can be easily used as an exemplary product brand in the questionnaire. Furthermore, brand knowledge is one of the prerequisites for the empirical study, as brand know-how is necessary to evaluate possible high and low fit service extensions. Furthermore, Nespresso is an important brand in the fast-moving-consumer-goods (FMCG) sector, where authors, like Völckner et al. (2008) have already found proofs that feedback effects on the brand image, especially negative ones can occur. Finally, the brand should not have already experienced a number of broad associations, which already could have resulted in possible dilution of the parent brand image (Romeo, 1991).

Furthermore, a high number of existing brand extensions could work as a moderator on the emergence of feedback effects. Finally, as this thesis concentrates on service extensions characterised by a high degree of interaction and a high tangibility, the FMCG brand Nespresso seems to be the perfect choice. As also Aaker and Keller (1990), the pioneers of brand extension research used real brands, the same approach is used in this study as the aim of the questionnaire is to evaluate consumer perceptions about a brand.

After finishing the choice of a parent brand, two pre-tests are conducted before the final questionnaire and the core evaluation starts. The first pre-test should find out, which service extensions are perceived as being of high fit to the parent product brand Nespresso and which are perceived as having only little in common with the parent brand. As already stated in the literature review, the factor of fit might have an indirect influence on the creation of feedback. Subsequently the two fictitious service extensions, which were found in the first pre-test are used as starting point for the second pre-test.

In the second pre-test four scenarios have been developed, two with high service quality and two characterised by low service quality. Here it is tested, whether the high quality scenarios results customer satisfaction and the low ones in customer dissatisfaction. As these results have been proven the development of the final questionnaire can start.

The final questionnaire scrutinises in which way feedback effects do emerge and how they influence the product parent brand image.

3.2 Pre-Tests

3.2.1 Pre-Test 1

As already mentioned before, the first pre-test is developed in order to find possible service extensions for the brand Nespresso. One hypothetical extension should represent a high and the other one a low fit service extension in comparison to the parent product brand Nespresso.

With the help of the table below, the potential service extensions are developed. As already mentioned in the theoretical part of this thesis, services can be categorised regarding their degree of interaction as well their degree of intangibility. One reason why in this master-thesis the focus is lying on services with a high tangibility and with a high interaction is the following: It is assumed that those services bring significant differences in comparison to goods concerning the emergence of feedback effects and the resulting influence on the parent brand image.

		Tangibility	
		<i>High Tangibility</i>	<i>Low Tangibility</i>
Interaction	<i>High Interaction</i>	Coffee House Cocktail Bar	
	<i>Low Interaction</i>		

Table 2: Tangibility and Interaction Dimensions - Examples

Altogether ten fictitious service extensions are developed and used as examples in the first pre-test. Three of them represent a high fit extension, three a low fit extension and four are included as disturbing factors, which should create variance in the answers of the questionnaire. All four disturbing service extensions represent services from the low tangibility and low interaction quadrant, whereas the others represent high tangibility and a high interaction services.

On the one hand, three services are created to represent high fit extensions to the parent brand Nespresso. Those are: a coffee house, a barista workshop and a design hotel. On the other hand, three services are developed as low fit service extensions: a cocktail bar, a beauty saloon and a custom tailoring. As disturbing services an online dictionary, a life insurance, an online dating and an internet banking are included.

At the beginning of the pre-test respondents are asked if they actually know the brand, because brand knowledge can be seen as a prerequisite for the correct answering of the questionnaire. Without having sufficient brand knowledge about Nespresso a possible brand extension cannot be evaluated concerning their degree of fit towards the parent brand. For this question a 7-point Likert scale is used, where 1 means “I do not know the brand” and 7 stand for “I know the brand very well”. Additionally, the respondent

must answer in an open-ended question, which product he or she associates with the brand Nespresso and how the brand quality is evaluated. Again for this question a 7-point Likert scale is used. The first two questions represent screening questions, which should eliminate uninformed respondents, with low brand knowledge.

The first pre-test can be divided into three parts, as the respondents should judge the services concerning the three dimensions, mentioned below.

- Perceived fit
- Interaction
- Tangibility

In the first section it is investigated whether the proposed services fit the global brand Nespresso, which starts with the following question: ‘First of all, can you imagine that Nespresso offers the following services? Then the following ten service extensions are listed: custom tailoring, coffee house, online dating, life insurance, barista workshop, design-hotel, online dictionary, beauty saloon, cocktail bar and internet banking. The service extensions are evaluated on a 7-point Likert scale. Altogether, two questions are included in the survey, which try to capture the perceptions of fit: Image fit and category fit. The question ‘In your opinion, how do the following services fit to the existing products or services offered by Nespresso?’ represents the question measuring the category fit and ‘How does the overall picture you have from Nespresso fit to the following services?’ measures image fit. Again, 7-point Likert scales are used for the evaluation.

In the second section the same ten fictitious service extensions are used and the respondents have to evaluate them according their degree of interaction between the customer and the service provider. Interaction is defined as amount of contact between a customer and a service provider and how much the consumer is involved in the service creation process. Although the selected ten services - besides the four disturbing ones - are supposed to have a high degree of interaction, this assumption still needs to be verified by the answers of the respondents. The question starts with an example in order to make sure that all respondents have the same understanding for the term interaction: ‘How high do you estimate the degree of interaction between customer and service provider in the following service scenarios? For example: At a hairdresser the degree of interaction is very high, as the physical presence of both, employee and customer is

necessary, as well as an intense customer care is essential for the service creation process. In contrast to that the degree of interaction at an online music store is low, as no simultaneous presence of the employee and customer is necessary as well as no intense customer care or consultancy are essential for the service creation process.' A 7-point Likert scale is used, 1 meaning 'no or little interaction' to 7 'very high interaction' for the evaluation of the ten service extensions.

In the third and last part of the pre-test it is investigated, whether the six proposed services, except the disturbing ones, all show a similar degree of tangibility. Therefore, the respondents are asked how tangible the named services are. Tangibility in this context is defined that the service can be seen, touched, smelled, heard or tasted. Also for this term an example is included in order to enhance and unify the understanding of tangibility: A childcare facility includes a number of tangible elements, namely toys, sanitary installations and mattresses for the afternoon nap. Nevertheless, it also consists of intangible elements, like childcare, playing games and songs, which are sung with the children. Again a 7-point Likert scale is used to evaluate the service extension regarding the degree of intangibility, 1 meaning the service consists of mainly intangible parts, whereas 7 means the service consists mainly of tangible ones.

3.2.2 Results of the First Pre-Test

The first pre-test was conducted in November 2012 and all together 22 respondents answered the questionnaire. The respondents were chosen using judgmental sampling. Everyone who knew the brand Nespresso was qualified to respond to the questionnaire as no further conclusions are drawn on the basis of this small sample. Therefore, 20 respondents were also enough to support the assumptions of high and low fit extensions.

First of all, two respondents needed to be excluded from the sample, as their knowledge about the brand Nespresso was too low. This was controlled with the help of the screening question, which was mentioned before. All other 20 respondents scored very high on the brand familiarity question, namely 6.20 (SD=0.768) on average on a 7-point Likert scale, where 7 stands for 'I know the brand very well'. All 20 respondents also gave correct answer to the open question, where they were asked to name a product Nespresso actually offers. The perceived quality of the brand Nespresso was measured with question 3 and also here the 20 respondents scored very high with a mean of 6.24

(SD=0.598) on a 7-point Likert scale, where 1 stands for low brand quality and 7 for high quality.

In order to measure the perceived degree of fit of the ten fictitious service extensions an analysis with SPSS was conducted. This analysis showed that the Nespresso coffee house receives the highest mean with a category fit of 6.3 (SD=1.129) and an image fit of 6.6 (SD=0.995) on a 7-point Likert scale, where 1 stood for low and 7 for high fit. The lowest fit receives the cocktail bar, without taking the disturbing factors into consideration - with a category fit of 2,75 (SD=1.070) and an image fit of 2,9 (SD=1.483).

The analysis continues with the second part of the questionnaire, namely the measurement of the degree of interaction of the ten service extensions. The Nespresso coffee house scored 5.95 (SD=1.234) on average and the cocktail bar 4.95 (SD=1.638). Both means are very high, which means both extensions are characterised by a high degree of interaction between the customer and the service provider during the service delivery process. All disturbing factors, like internet banking, online dictionary and online dating have a low service interaction, with a mean below two. Except life insurance, which has a mean of 4.25. This can be explained: Many people think that the consultancy service is the major part of the life insurance and therefore rate it high concerning the degree of interaction. That the other three disturbing factors were all evaluated very low seems reasonable, as they have been chosen from the low interaction/low tangibility quadrant from the matrix represented in table 2.

Finally, the degree of tangibility was analysed. Also here the coffee house with a mean of 5.65 (SD=1.387) and the cocktail bar with a mean of 5.35 (SD=1.309) scored very high in comparison the four disturbing factors, which should represent service extensions with a low degree of tangibility. Again it can be confirmed that coffee house and cocktail bar have a similar degree of tangibility and therefore should be taken for the second pre-test.

The mean values for every service extension regarding the degree of fit can be found in the table on the next page. All other values concerning the degree of interaction and the degree of tangibility can be found in the appendix.

	Category fit: mean value	Image fit: mean value
Coffee House	6.30	6.60
Online Dating	2.00	2.15
Life Insurance	1.35	1.15
Barista Workshop	5.70	5.65
Design Hotel	4.05	4.40
Online Dictionary	1.10	1.10
Cocktail Bar	2.75	2.90
Beauty Saloon	1.95	2.20
Internet Banking	1.30	1.20
Custom Tailoring	1.55	1.65

Table 3: First Pre-Test: Results for Fit

3.2.3 Pre-Test 2

The second pre-test consists of two different service extensions, namely the coffee house and the cocktail bar, which were found with the help of the first pre-test. For each of the two services two fictitious service scenarios are developed, which represent high and low customer satisfaction. The four extensions are manipulated concerning their interaction quality. This means service dimensions like friendliness of the service provider, waiting time and the correctness of the bill are manipulated. All these are part of the interactive quality, which was before explained in part 2.2.1.1. However, the service scape (physical quality) should remain the same, as it seems not authentic that Nespresso opens a coffee house or a cocktail bar with dirty and uncomfortable surrounding. Concerning the outcome quality, which is the quality of the coffee or the cocktails, the decision is made to mention in the positive scenarios the high quality of the products, but to simply leave that sentence out in the negative scenarios. The reason is that without mentioning that the quality of the coffee or the cocktail is low, the scenario receives more credibility. Another reason is that not the product, but the service of the Nespresso coffee house or cocktail bar should be in the centre of the analysis.

For Nespresso, both service extensions the coffee house and the cocktail bar are manipulated to end up with a positive and a negative scenario for each extension, resulting in four different scenarios in total. At the beginning of the second pre-test the

respondents need to answer the same screening questions as in the first pre-test. These questions are again used in order to guarantee high brand knowledge. Additionally, also the brand quality is measured, using the same 7-point Likert scale as in the first pre-test.

The second part of the pre-test presents one of the four developed scenarios, characterised by either high or low fit and high or low customer satisfaction. The scenarios are written in first person perspective, as the respondents should feel like experiencing the service extension. After reading one of the four scenarios, which are all presented in the appendix, the respondents are asked to evaluate the perceived service quality of the brand extension. Furthermore, respondents should also state their level of satisfaction and their willingness to use the service again. For all these three questions a 7-point Likert scale is used, where 1 represents low and 7 high quality of the extension or high customer satisfaction or willingness to use the service again.

3.2.4 Results of the Second Pre-Test

The second pre-test was conducted in December 2012. All in all 21 respondents were asked. On one questionnaire two scenarios were presented in order to receive 10 different judgements per type of questionnaire. Again non-probability sampling with judgemental sampling is used as only customer satisfaction is analysed and no further conclusions are drawn from these results.

As already expected the two scenarios with high service quality lead to customer satisfaction, whereas the two scenarios with low service quality result in customer dissatisfaction. The service scenarios were rated according to the following three variables: Service quality, service satisfaction and the willingness to try the service again. The exact values with the means and standard deviations of all four scenarios are presented in the tables below. The same values divided into the high and low fit service extensions can be found in the appendix.

	Mean Values	Standard Deviation
high fit/high quality	6.70	0.483
high fit/low quality	1.50	0.850
low fit/high quality	6.90	0.316
low fit/low quality	1.40	0.516

Table 4: Second Pre-Test: Results for Service Quality Perception

	Mean Values	Standard Deviation
high fit/high quality	6.90	0.361
high fit/low quality	1.70	0.675
low fit/high quality	6.80	0.422
low fit/low quality	1.80	0.789

Table 5: Second Pre-Test: Results for Service Satisfaction

	Mean Values	Standard Deviation
high fit/high quality	6.60	0.516
high fit/low quality	1.70	0.949
low fit/high quality	6.50	0.972
low fit/low quality	1.50	0.707

Table 6: Second Pre-Test: Results for Willingness to Try the Service Again

To sum it up, both scenarios characterised by a high and a low fit and two different levels of customer satisfaction can be used in the final questionnaire, as it was proven that the low service quality results in customer dissatisfaction, whereas the high service quality scenario leads to customer satisfaction.

3.3 Sample and Survey Procedure

The study on hand presents a descriptive research, with the aim to make specific prognoses by determining how often a specific outcome or behaviour occurs. Furthermore prior acknowledgements and insights should be verified. As survey sampling a questionnaire is used, as this is seen as an appropriate way to measure certain respondent characteristics (Churchill & Iacobucci, 2002; MarketingPower, 2013).

For data collection primary data was used, as with secondary data, no complete solution for the research question could be provided. The data entering the final analysis was collected in December 2012 and January 2013. In order to ensure the reliability of results, more than 100 respondents need to be asked (Churchill & Iacobucci, 2002). For the population of the survey Austrian residents were chosen, who are between 18 and

70 years old. Therefore, the geographical scope of this analysis focuses on Austria. Furthermore, the respondents should be familiar with the brand Nespresso (Craig & Douglas, 2005).

The used sampling procedure for this master thesis is quota sampling, which is a non-probability sample. Quota samples can be defined as a sample being representative by picking elements of the sample in such a manner that the probability of the sample elements owning a certain characteristic is nearly identical as the probability of the elements with the characteristic in the population (Churchill & Iacobucci, 2002). With the help of this method it can be guaranteed that similar respondents with the same characteristics evaluate every scenario. The distribution of the respondents per scenario according to their sex and age group can be seen in the table below.

Version	Scenario	Age	Male	Female
1	High fit, high satisfaction	18 – 29	5	5
		30 – 49	5	5
		50 +	5	5
2	High fit, low satisfaction	18 – 29	5	5
		30 – 49	5	5
		50 +	5	5
3	Low fit, high satisfaction	18 – 29	5	5
		30 – 49	5	5
		50 +	5	5
4	Low fit, low satisfaction	18 – 29	5	5
		30 – 49	5	5
		50 +	5	5

120 in total

Table 7: Distribution of Respondents Groups According to Quota Sampling

3.4 Development of the Questionnaire

For the final survey four different questionnaires are developed and distributed with nearly identical questions, so that each one presents one type of service extension and one quality level. Two types of questionnaires represent a Nespresso coffee house with

high quality and low quality service scenario and the other two types describe a Nespresso cocktail bar with a high and a low service quality scenario.

Version 1 - Nespresso coffee house: high fit extension, high customer satisfaction

Version 2 – Nespresso coffee house: high fit extension, low customer satisfaction

Version 3 – Nespresso cocktail bar: low fit extension, high customer satisfaction

Version 4 – Nespresso cocktail bar: low fit extension, low customer satisfaction

In order to receive a representative sample altogether 120 reliable, valid and filled out questionnaires in Austria are planned. In order to be eligible, respondents need to be aged between 18-70.

The final questionnaire begins with question 1, which asks ‘Which products do you associate with the brand Nespresso’. This starting question is presented as an open question, where the respondent has to name one product of the brand Nespresso. This is followed by question 2, where the respondents are asked: ‘How familiar are you with the brand Nespresso?’ Here a multi-item scale measuring brand familiarity is used, which was developed originally by Diamantopoulos et al. (2005). The question is evaluated with a 7-point Likert scale, where 1 means ‘being not familiar, experienced, informed or knowledgeable with the brand’ and 7 means the contrary. Respondents, who associate a wrong product with the brand Nespresso and/or score low (below 2) on the brand familiarity question are directly eliminated for the following analysis.

Further on, the brand image is measured in two ways: Question 3 and 4 measure the image as a perception of brand quality and question 5 measures the brand image via brand personality, using a semantic differential. Question 3, which states ‘How do you rate the quality of the brand Nespresso?’ is also measured with a 7-point Likert scale. The higher respondents score on this scale, the better they rate the quality of the brand Nespresso. Question 4 ‘How do the following statements fit to the brand Nespresso?’ is measured according to Völckner and Sattler (2006) and Yoo et. al. (2000).

In order to measure brand personality in question 5 a semantic differential is used which consist of several adjectives to measure the brand image. For this question brand image can be divided into five dimensions: sincerity, excitement, competency, sophistication and persistence (Mahnik & Mayerhofer, 2006).

As already tested in the first pre-test the perceived fit of the extension will be measured again in question 6 by asking the respondent the following statements: ‘To what extent do you agree with the following questions’, based on Taylor and Bearden (2002) and Völckner and Sattler (2006). Question 7, which is the last question before the scenario is presented, measures the hypothetical extension evaluation using a measure of Taylor and Bearden (2002). Wherefore, the respondents are asked: ‘If the brand Nespresso would offer this extension, it would be....’

After these questions one of the four possible service scenarios is presented to the respondents.

In order to check how realistic the above-presented scenario is, question 8 ‘How realistic do you perceive the following scenario?’ is measured by a construct of Bilstein, Hogreve, Fahr & Sichtmann (2012). This is followed by question 9, which is very similar to question 7. However, only now the extension evaluation after the respondents has read the scenario is conducted. Therefore, the same measure as above is used. Subsequently, question 10 measures how satisfied the respondent would be with the fictitious service extension, which is done with a multi-item measure by Homburg, Koschate, Hoyer (2005). Wherefore, the respondent is asked: ‘How satisfied would you be with the visit of the Nespresso coffee house?’

Question 11 and 12 measure again the brand quality, which is used as an indicator of brand image. Those two questions are again very similar to questions 3 and 4, only now brand quality is measured after the fictitious consumption of the service. Therefore, it can be said that the questions 3 and 4 measure the pre-image of a brand, whereas question 11 and 12 measure the post-image. Also the brand personality is measured for a second time, which is done with question 13. The reason for the double measure is again to compare the pre- and post-brand personality evaluation of the respondents after reading the scenario. This also shows why exactly the same semantic differential is used as in question 5. All these questions are measured twice in order to scrutinise, if feedback effects result from customer satisfaction or dissatisfaction and which impact they have on the parent brand image.

In case, no significant results concerning feedback effects on the image are found, question 14 and 15 can be taken, where the respondents are asked: ‘Has your picture of the brand Nespresso changed after reading the service scenario?’ and ‘If yes, how far

did your attitude change?’. Question 14 is a simple dichotomous question, where the respondent has two options yes or no. Question 15 however simply quantifies the answer given in question 14. This is done through the usage of a 7-point Likert scale, where 1 means the attitude towards the brand Nespresso has changed in a negative direction and 7 in a positive one.

At the end the last questions deal with the demographic profile of the respondents. Those questions concerning education, profession, income, gender, nationality, age and residence are essential for statistical reasons.

In the table below the main questions of the final questionnaire are again presented, as well as the measures they are based on.

	Measure	Question
Q1		Which product do you associate with the brand Nespresso?
Q2	Brand familiarity (Diamantopoulos, Smith, & Grime, 2005)	How familiar are you with the brand Nespresso?
Q3		How do you rate the quality of the brand Nespresso?
Q4	Brand quality before (Völckner & Sattler, 2006) (Yoo, Donthu, & Lee, 2000)	How well do the following statements apply to the brand Nespresso?
Q5	Brand personality before (Mahnik & Meyerhofer, 2006)	Semantic differential
Q6	Fit (Taylor & Bearden, 2002) (Völckner & Sattler, 2006)	To what extend do you agree with the following statements?
Q7	Extension evaluation before (Taylor & Bearden, 2002)	If the brand Nespresso would offer this extension, it would be...
Q8	Validity (Bilstein N. , Hogleve, Fahr, & Sichtmann, 2012)	How realistic do you perceive the following scenario?

Q9	Extension evaluation after (Taylor & Bearden, 2002)	The extension that Nespresso offers is...
Q10	Satisfaction (Homburg, Koschate, & Hoyer, 2005)	How satisfied would you be after the consumption of the service?
Q11		After reading the scenario, how do you rate the quality of the brand Nespresso?
Q12	Brand quality after (Völckner & Sattler, 2006) (Yoo, Donthu, & Lee, 2000)	How well do the following statements apply to the brand Nespresso?
Q13	Brand personality after (Mahnik & Meyerhofer, 2006)	Semantic differential
Q14		Did your attitude towards the brand Nespresso change after reading the service scenario?
Q15		If yes, how far did your attitude change?

Table 8: Overview of all Questions and Measures of the Questionnaire

4. Data Analysis

In this part of the thesis it will be described how the hypotheses, presented in the theoretical part, are analysed. All in all the questionnaire was handed over to 130 respondents, however ten of them had to be excluded due to the following reasons. Five respondents scored very low on the measure of brand familiarity, below 2, on a 7-point Likert scale, where 1 means being unfamiliar, uninformed of the brand Nespresso. Two respondents had to be eliminated as they answered the questionnaire incompletely. The last three respondents had to be eliminated, because of inconsistent answers. This means all three respondents did not read the questions carefully and controversy answers occurred. In order to obtain reliable and valid data, all ten respondents were excluded from the analysis that follows.

All together four different types of questionnaires had been distributed, which results in 30 respondents per questionnaire type. The following table shows the exact distribution of the respondents per age group.

	18-29	30-49	50+
male	5 respondents for each questionnaire =20 respondents	5 respondents for each questionnaire =20 respondents	5 respondents for each questionnaire =20 respondents
female	5 respondents for each questionnaire =20 respondents	5 respondents for each questionnaire =20 respondents	5 respondents for each questionnaire =20 respondents
	40 respondents each	40 respondents each	40 respondents each

Table 9: Distribution of Respondents

In total the respondents are very familiar with the brand Nespresso, which can be seen in the mean-value of 4.91 on the brand familiarity measure on a 7-point Likert scale. However, the fact must be considered, that five respondents with a brand familiarity below 2 on a 7-point Likert scale already had been excluded.

In the following paragraph an overview of the main demographic variables is given.

The mean value concerning the age of the respondents is 38 (SD=12.906) years. The oldest respondent is 60 and the youngest 18 years old. Most of the respondents namely 72.5% live in an urban area whereas 27.5% live on the countryside. 99.2% are of Austrian nationality and the vast majority with 35.8% has a net income between 1,551 and 2,550 euros per month. This is followed by 23.3% who earn between 650 and 1,550 euros per month and 22.5% who earn more than 2,550. The rest, 18.3% have a net income of less than 650 euros per month. This goes in accordance with the working distribution of the respondents which shows that 70% of the respondents are working, followed by 20.8% students. Concerning the level of education, 47.5% of the respondents have reached a university degree, whereas 32.5% have passed the a-level and 18.3% have finished an apprenticeship.

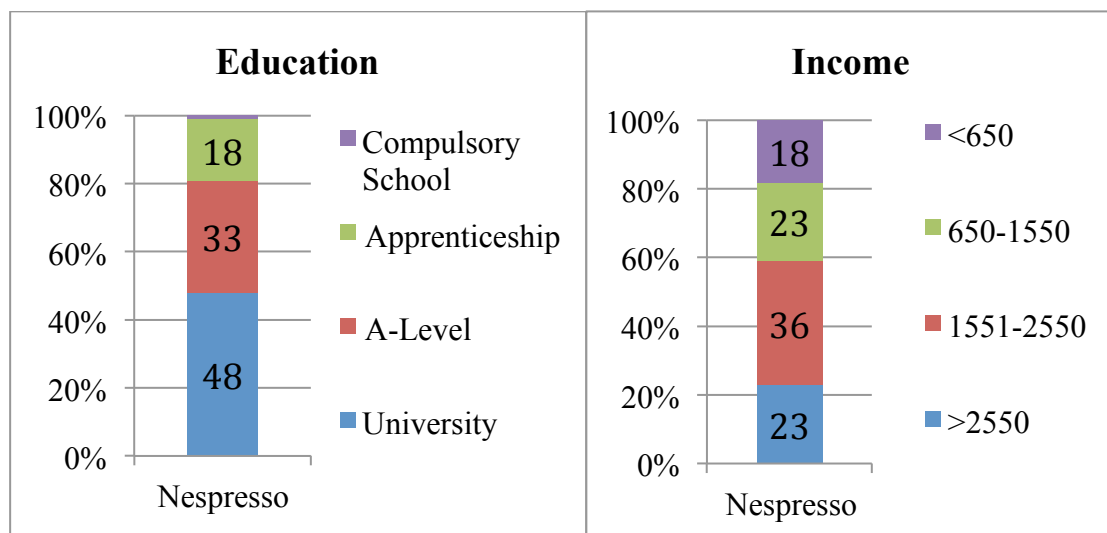


Figure 10: Percentage of Respondents over Levels of Education and Income

4.1 Reliability and Validity

Before the main analysis is conducted the reliability of all measures, used in the questionnaire is tested, which shows if it is possible to aggregate all measures for further purposes. The reliability is checked as the internal consistency of each scale is calculated with the help of the Cronbach's Alpha test. In the following table all measures are listed, and their reliability is always higher than 0.8, which means all

measures are reliable. For the exact figures of all measures used in the analyses, please have a look at the following table, presented below.

Name of Measures	Cronbach's Alpha
Familiarity	0.910
Brand Quality Before	0.896
Fit	0.963
Service Quality Before	0.864
Realistic	0.817
Service Quality After	0.940
Brand Quality After	0.964
Satisfaction	0.954

Table 10: Reliabilities of the Multiple Item Measures

In order to check the validity of the survey used in this master thesis, it is tested how realistic the four scenarios are perceived by the respondent. The validity test of this master thesis is conducted with the help of question 8. The measure used in this question shows how realistic the prescribed scenario is perceived by the respondent. This measure consists of two questions, presented in a 7-point Likert scale, where one means 'I totally disagree' and seven means 'I totally agree'. In the table below it can be seen that on both questions a very high mean and a very low standard deviation can be achieved, which means that all four scenarios are perceived as being highly realistic and the situation can be easily imagined.

Validity Variables	Mean	Standard Deviation
8.1 It was very easy for me to imagine the prescribed situation.	5.18	1.79
8.2 I was able to put myself into the scenario easily	5.69	1.40

Table 11: Validity Variables

The validity values for each scenario separately can be found in the appendix. However, all validity values have been between 4.7 and 6.1 and the standard deviation between 1.1 and 2.1.

4.2 Manipulation Checks

Before the main analysis starts, the two manipulation checks, fit and satisfaction, which have already been tested in the two pre-tests are tested again for the final questionnaire.

The first manipulation check tests, if there really exists a significant difference between the Nespresso coffee house and the Nespresso cocktail bar concerning the degree fit in comparison to the parent brand. An independent t-test shows that the two types of service scenarios differ significantly from each other and that the Nespresso coffee house scores significantly higher in terms of fit than the Nespresso the cocktail bar. On average, the coffee house service scenarios, version 1 and 2 ($M= 5.79$; $SE=0.14$) are rated higher concerning their levels fit than the cocktail bar scenarios, version 3 and 4 ($M=2.50$, $SE=0.16$). The difference is significant $t(114.993)=15.189$, $p<0.05$ with an effect size, $r=0.82$.

The second manipulation check tests, if the respondents evaluate the positive service scenarios high concerning their levels of satisfaction and the negative service scenarios low. Therefore, again an independent t-test is used, which shows that the high service quality scenarios, namely the coffee house positive (version 1) and the cocktail bar positive (version 3) result in high customer satisfaction in comparison to the low service quality scenarios (version 2 and 4), which result in a low customer satisfaction. On average, the high service quality scenarios (versions 1&3: $M=5.91$, $SE=0.13$) are rated significantly higher in terms of customer satisfaction than the low quality scenarios (versions 2&4: $M=2.13$, $SE=0.18$). The difference is significant $t(104.157)=16.936$, $p<0.05$, with an effect size, $r=0.86$.

All in all, both manipulation checks have worked, as the four written scenarios differ significantly in terms of fit and perceived service quality. This also approves the results from both pre-tests. Therefore the analysis of the hypotheses can start.

4.3 Analysis of Hypotheses

An extra sheet in the appendix, called coding of questionnaire, shows which variables or sections of the questionnaires belong to the corresponding hypotheses. However, in the table below a short list of all variables and measures used for the analysis of the three main hypotheses is presented:

Measure/Items	Cronbach's Alpha	Source
Dependent Variable in H1: Brand Image (7-point scales) consists of: <ul style="list-style-type: none"> • Brand quality before • Brand quality after Done with multiple item measure and total brand quality	Pre: 0.896 Post: 0.964	Völckner & Sattler (2006), Yoo, Donthu & Lee (2000)
Dependent Variable in H2 and H3: Change in Brand Image (postimage minus preimage => quality difference) Done with total brand quality variable and brand quality multiple item measure <ul style="list-style-type: none"> • Brand quality after - brand quality before • H2: absolute change (magnitude) • H3: change (direction of change) 	Pre: 0.896 Post: 0.964	Völckner & Sattler (2006), Yoo, Donthu & Lee (2000)
Independent Variables (all 3 hypotheses): <ul style="list-style-type: none"> • Version 1 = High fit, high quality - Coffee house positive • Version 2 = High fit, low quality - Coffee house negative • Version 3 = Low fit, high quality - Cocktail bar positive • Version 4 = Low fit, low quality - Cocktail bar negative 		

Table 12: Measures and Items Used in the Analysis of the Hypotheses

4.3.1 Hypothesis 1

In order to test hypothesis 1a, which suggests that customer satisfaction in a service extension has a positive influence on the post image evaluation of the parent brand, a paired sample t-test is run. This analysis is conducted for versions 1 and 3 of the questionnaire, which represent positive service scenarios characterised by high service quality and high customer satisfaction. In this test brand quality before and brand quality after are used as dependent variables in order to judge, if the brand image after has changed in comparison to the brand image before. The two versions 1 and 3 are used as independent variables, which can be seen above from table 12.

For the high satisfaction scenarios, the results show that a significant difference between brand quality before multiple item measure, question 4, ($M=5.15$, $SE=0.16$) and brand quality after multiple item measure, question 12, ($M=5.59$, $SE=0.13$) exists. The difference is significant $t(59)=-3.48$, $p<0.05$, with an effect size, $r=0.41$.

Conducting the same analysis with the measure for the total brand quality as dependent variable the same significant results can be found. The total brand quality before (question 3) of the positive customer satisfaction scenario ($M=5.58$, $SE=0.18$) is on average evaluated lower than total brand quality after, question 11, ($M=6.03$, $SE=0.11$). The difference is significant $t(59)=-2.46$, $p<0.05$, with an effect size $r=0.30$. This means H1a can be supported for versions with high customer satisfaction for both brand quality and total brand quality.

In order to test hypothesis 1b, which claims that customer dissatisfaction with a service extensions results in a negative post image evaluation of the parent brand, again a paired sample t-test is run. However, now this is done for versions 2 and 4 of the questionnaire, which represent the service scenarios with low service quality and customer dissatisfaction. Therefore, the same dependent variables, measuring the brand image, namely brand quality before and brand quality after are used. For hypothesis 1b version 2 and 4 are taken as independent variables, which can be seen in table 12.

For version 2 and 4, the customer dissatisfaction scenarios, the results show that a significant difference between brand quality before multiple item measure, question 4, ($M=5.07$, $SE=0.17$) and brand quality after multiple item measure, question 12, ($M=3.88$, $SE=0.24$) exists. The difference is significant $t(59)=4.87$, $p<0.05$, with an effect size, $r=0.54$.

Hypothesis 1b is again analysed using now the total brand quality measure. The total brand quality before (question 3) of the negative customer scenarios is also on average evaluated higher ($M=5.78$, $S=0.15$) than the total brand quality after, question 11, ($M=4.02$, 0.23). The difference is again significant $t(59)=6.586$, $p<0.05$ with an effect size $r=0.65$. This means H1b can be supported for versions with low customer satisfaction for both brand quality and total brand quality.

If respondents are directly asked, if their perceptions of quality have changed, the same conclusions as before can be drawn. For versions 1 and 3, with high service quality and high satisfaction, the perception has changed for 53% of the respondents and it has changed in a more positive evaluation than before, as a mean of 5.38 stands for change of brand image in a positive direction on a 7-point Likert scale. And for versions 2 and 4, the low quality or low satisfaction scenarios, the brand image perception has changed for 50% of the respondents and the evaluation of the brand image worsened, as the mean is 2.23, which is below 4 (the average=no change in perception). This means H1a and H1b are again supported. The table below shows the exact values for the analysis of questions 14 and 15 for the versions 1 & 3 and versions 2 & 4.

	Version 1 & 3	Version 2 & 4
Perception has changed YES/NO	Yes: 53% No: 47%	Yes: 50% No: 50%
If YES	$M= 5.38$ $SD: 0.79$	$M=2.23$ $SD: 1.17$

Table 13: Frequencies Changes Yes/No

Therefore, hypothesis 1 can totally be supported.

4.3.2 Hypothesis 2

Hypothesis 2 tests, if the negative effect of a service failure on the post-image evaluation is stronger than the positive effect of a positive service experience. This phenomenon called prospect theory was already explained in the theoretical part of this thesis. In order to investigate this an independent t-test of version 1 (coffee house positive) and 3 (cocktail bar positive) against version 2 (coffee house negative) and 4

(cocktail bar negative) is conducted. In this t-test, the positive service quality scenarios are compared against the negative service quality scenarios according to their total quality variable, which measures the brand image. To compare the negative and the positive effect a new variable is computed in Excel, called total quality difference, which takes the absolute value of total brand quality after (question 11) minus total brand quality before (question 3), as not the direction of the change is important. In this case the total brand quality difference is the dependent variable and the positive and the negative scenarios are the independent variables, which can again be seen above in table 12.

The first t-test, which is conducted for the positive (version 1 and 3) versus the negative (version 2 and 4) service satisfaction scenarios shows that a significant difference concerning total brand quality difference exists. The total brand quality difference of the positive service scenario ($M=0.75$, $SE=0.16$) is significantly lower than the quality difference of the negative service scenarios ($M=2.0$, $SE=0.11$). The difference is significant $t(105.12)=-4.30$ $p<0.05$, with an effect size, $r=0.39$. Therefore concerning the total quality difference between positive and negative service scenarios hypothesis 2 can be supported.

Hypothesis 2 was again tested, comparing the positive scenarios (version 1 and 3) with the negative scenarios (version 2 and 4), using now the brand quality multiple item measure, the independent t-test shows similar results as before. Again, the change in the brand image is measured, which consists of brand quality after (question 12) minus brand quality before (question 4). This serves as dependent variable while the positive and the negative scenarios represent the independent ones. Again the t-test, run for the positive versus the negative service scenarios, shows that a significant difference concerning the brand quality measure exists.

The difference of the brand quality measure for the positive version ($M=0.67$, $SE=0.11$) is significantly lower than the quality difference of the negative version ($M=1.5$, $SE=0.21$). The difference is significant $t(88.376)=-3.48$ $p<0.05$, with an effect size, $r=0.35$. Therefore, hypothesis 2 can also be supported, if the difference of the brand quality measure between positive and negative service scenarios is measured.

All in all, the second hypothesis is totally supported after comparing the results of the different customer satisfaction scenarios.

4.3.3 Hypotheses 3

Hypothesis 3 is split into two parts; H3a and H3b. Furthermore, both hypothesis H3a and H3b are measured with two similar questions. The first one concentrates on total brand quality, asked in one single question and the second one brand quality, which is a multiple item measure, consisting of three similar questions concerning brand quality.

Hypothesis 3a: TOTAL BRAND QUALITY (Question 3, Question 11)

In order to test hypothesis 3a, which claims that in case the perceived fit between the parent brand and the service extension is high, positive feedback effects on the parent brand image are stronger, the total brand quality after (question 11) minus the total brand quality before (question 3) has been calculated in Excel. As already explained in table 12 this calculation represents the direction of the change in the brand image after minus before. This is done in order to see, if positive feedback effects have a stronger positive impact on the parent brand in case of a high fit, wherefore versions 1 (high fit) and 3 (low fit) of the questionnaire are compared with the help of an independent t-test. The beforehand in Excel computed total brand quality after-before, serves as the dependent variable, while versions 1 and 3 again serve as independent variables.

This t-test, which is conducted for coffee house positive (high fit – version 1) and cocktail bar positive (low fit – version 3), shows that no significant difference concerning the total brand quality measure exists. As a possible explanation why the total brand quality improvement is not significant can be taken the following theory, called ceiling effect: As the brand Nespresso already has a very high quality perception, it is unlikely according to the ceiling effect argument that positive feedback effects will occur (Völckner, Sattler, & Kaufmann, 2008). A ceiling effect often happens in case a brand already has a very high brand image, which is therefore very unlikely to improve.

Hypothesis 3a: BRAND QUALITY - Multiple Item Measure (Question 4, Question 12)

The same independent t-test has been conducted for the brand quality after minus before. Therefore, also the same independent variables are taken, only the dependent variable changes to brand quality multiple item measure. Again here a variable is calculated of the brand quality after minus the brand quality before in Excel.

The second independent t-test, which is run for version 1 (coffee house positive) and 3 (cocktail bar positive), shows that a significant difference between the two versions exists. The brand quality improvement for the Nespresso coffee house positive ($M=0.74$, $SE=0.22$) is significantly higher than the brand quality change of the cocktail bar positive ($M=0.14$, $SE=0.10$). The difference of the brand quality improvement is significant $t(41.247)=2.45$ $p<0.05$, with an effect size, $r=0.36$. Therefore, taking this measure hypothesis 3a can be supported.

Hypothesis 3b: TOTAL BRAND QUALITY (Question 3, Question 11)

In order to test hypothesis 3b, which states that in case the perceived fit between the parent brand and the service extension is low, negative feedback effects on the parent brand image are stronger, the total brand quality measure after minus before is calculated. As already explained in table 12 this calculation represents the change in the brand image after minus before. This is done in order to see if negative feedback effects result in a more negative evaluation of the brand image in case of a low fit, wherefore, versions 2 (high fit) and 4 (low fit) of the questionnaire are compared. Low and high fit versions of the questionnaire are used as independent variables, whereas the total brand quality measure before minus after is the dependent one.

The second t-test, which is conducted for coffee house negative (version 2) and cocktail bar negative (version 4), shows that a significant difference concerning total brand quality difference (after minus before) exists. The total brand quality devaluation for the Nespresso coffee house negative ($M=-1.03$, $SE=0.29$) is significantly lower than the total brand quality devaluation of the cocktail bar negative ($M=-2.5$, $SE=0.42$). The difference is significant $t(51.280)=2.9$ $p<0.05$, with an effect size, $r=0.38$. Therefore, hypothesis 3b can be supported.

Hypothesis 3b: BRAND QUALITY - Multiple Item Measure (Question 4, Question 12)

Hypothesis 3b is again tested, using now brand quality after minus before - multiple item measure. As before, this is done in order to see, if negative feedback effects have a stronger impact on the parent brand image in case of a low fit. The dependent variable is now brand quality difference, namely brand quality after minus before, whereas version 4 (cocktail bar - low satisfaction) as low fit and version 2 (coffee house - low satisfaction) as high fit are used as independent ones.

Also the second t-test, which is conducted for coffee house negative (version 2) and cocktail bar negative (version 4), shows that a significant difference concerning brand quality devaluation exists. The brand quality devaluation for the Nespresso coffee house negative ($M=-0.48$, $SE=0.25$) is significantly lower than the quality devaluation of the cocktail bar negative ($M=-1.9$, $SE=0.38$). The difference is significant $t(50.822)=3.12$ $p<0.05$, with an effect size, $r=0.40$. Therefore, hypothesis 3b can be supported for both measures.

4.4 Additional Analysis

The additional analysis chapter investigates the impact of fit, quality and the initial brand image on the service extension evaluation. The reason for this additional investigation is, that the service extension evaluation is the basis for the emergence of feedback effects and therefore the factors having an influence on the extension evaluation must be clarified. The proposed variables, having an influence on the extension evaluation of a brand extension, can be seen in the figure below.

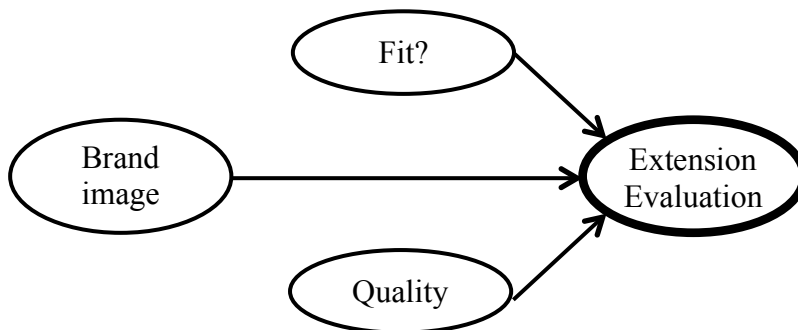


Figure 11: Influences on Extension Evaluation

First, it is suggested that a high initial brand image has a positive influence on the extension evaluation. This suggestion is tested with the help of a correlation analysis, where the variable brand quality before and service quality before, which represents the brand extension evaluation before reading the scenario, are compared. For this analysis the following conclusion can be drawn: There is a positive relationship between initial brand image and the brand extension evaluation before, $r=0.358$, $p<0.05$. Therefore the additional analysis concerning image influence on the service extension evaluation can be supported.

Second, it is heavily supported in the literature that fit has a strong influence on the brand extension evaluation. That is why, an independent t-test is made, where the variable service quality after, which measures the extension evaluation after the scenario is taken as dependent variable and the two high satisfaction scenarios are taken as independent ones. For scenario 1 the mean of service quality after, which serves as extension evaluation, is 5.32 and for scenario 3 the mean is 5.22. This means the two scenarios do not differ significantly concerning the extension quality level, which means fit has no influence on the extension evaluation in the positive scenarios. The same analysis is made for the low satisfaction scenarios 2 and 4 as independent variables and extension evaluation as dependent variable. Also in this analysis an independent t-test is conducted. However, in this case the extension evaluation is different for the Nespresso coffee house negative ($M=3.67$, $SE=0.28$) and the cocktail bar negative ($M=2.34$, $SE=0.25$). In this case fit has an influence, meaning the low fit leads to a more negative service evaluation. The difference was significant $t(58)=3.48$ $p<0.05$, with an effect size, $r=0.42$. Therefore, the additional analysis concerning the influence of fit on the service evaluation can only be partially supported. However, a high level of fit (like in versions 1 and 3) does not automatically lead to a positive service evaluation (Mean of version 1: 5.32 versus Mean of version 3: 3.67) and a low level of fit (like in versions 2 and 4) does not result in a negative evaluation (Mean of version 2: 5.22 and Mean of version 4: 3.48), like it was prior suggested by former researchers.

Finally, the influence of service quality on the brand extension evaluation is investigated. Also in this case an independent t-test is made, which scrutinises, if the different quality levels of the scenarios with high and low service quality have an influence on the brand extension evaluation. Service quality after, which again stands for extension evaluation, is the dependent variable and the four versions are the independent ones. For the high quality scenarios, versions 1 and 3 the results show that the extension evaluation is higher ($M=5.27$, $SE=0.1053$) than for the low service quality scenarios ($M=3.01$, $SE=1.06$). The difference is significant $t(102.011)=9.162$, $p<0.05$, with an effect size, $r=0.67$. Therefore, it can be supported that service quality has a significant influence on the brand extension evaluation in all four scenarios.

5. Results

In line with Völckner et al. (2008) it can be supported that positive as well as negative feedback effects exist. This means customer satisfaction with a service extension has a positive influence on the post image evaluation of the parent brand. On the contrary customer dissatisfaction with a service extension has a negative influence on the original brand image. Both results can be seen in the figures below, where it becomes clear that high satisfaction scenarios lead to the emergence of positive feedback effects and strengthen the brand image, whereas low satisfaction scenarios result in the creation of negative feedback effects and worsen the parent brand image. These findings are unique, as it is the first time in brand extension research that the importance of service quality on customer satisfaction and feedback effects is valued and recognised.

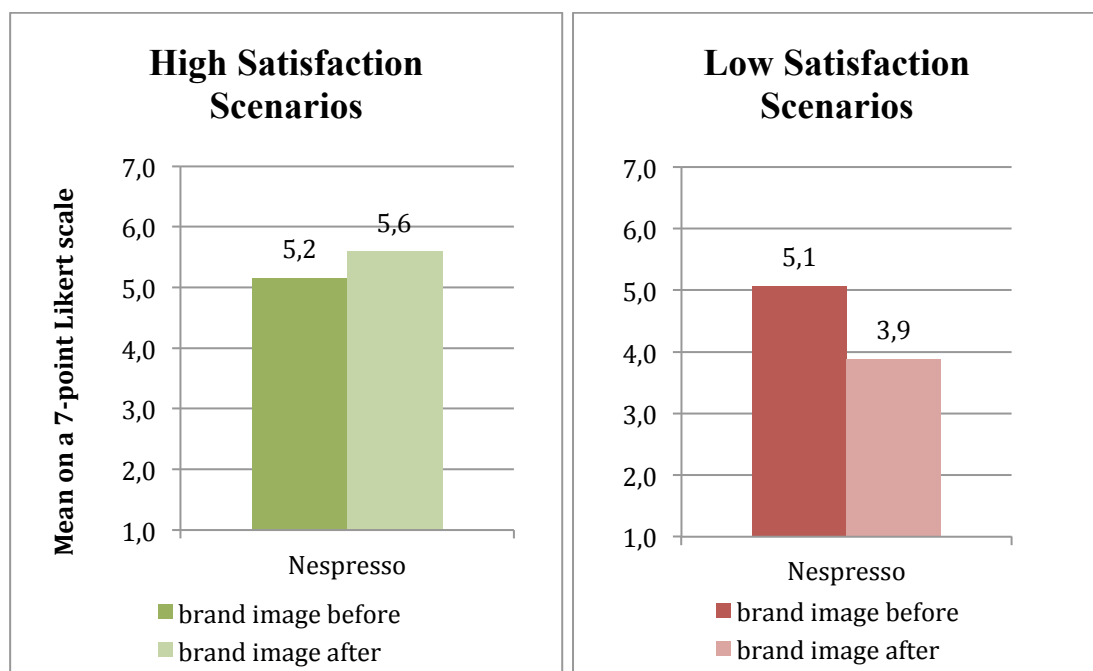


Figure 12: High and Low Satisfaction Scenarios

Bearing in mind the implications of the prospect theory, which mentions that negative feedback effects have a stronger influence than positive ones, the analysis on hand, proves that the negative effect of a service failure on the post-image evaluation is stronger than the positive effect of a positive service experience. This can be first seen in the two figures above, where the change of the brand image after versus before in case of high satisfaction scenarios is lower than after the consumption of a low quality or low satisfaction service. However, this is again visualised with a second figure below, which shows the magnitude of the change in brand image before and after the

extension evaluation in dependence of service quality and customer satisfaction. Brand image is again measured with the help of parent brand quality, as it can be seen in the figure below. The parent quality change is measured with subtracting the parent brand quality measure before of the brand quality measure after and taking the absolute values in order to see the magnitude of the change.

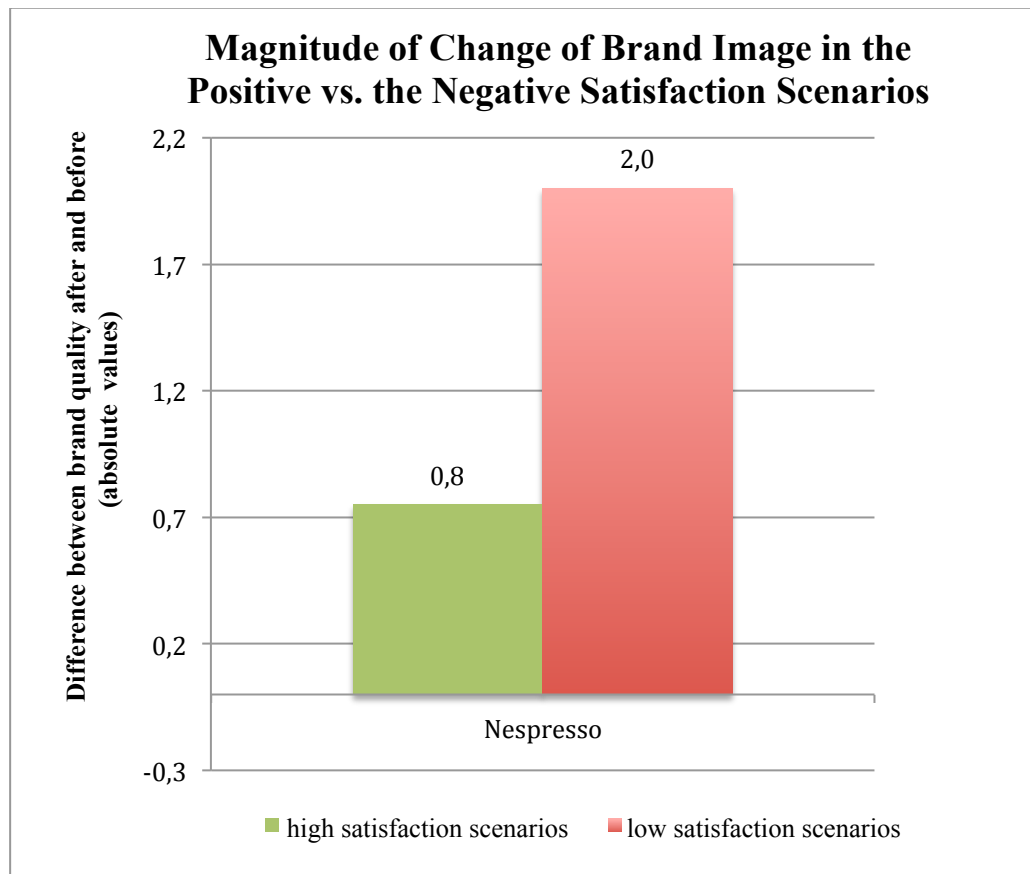


Figure 13: Positive vs. Negative Satisfaction Scenarios

The last and third part of the hypotheses deals with the topic of fit, which has been heavily discussed in literature. For example Aaker and Keller (1990) are convinced that fit has a high influence on the creation of feedback effects and consequently can change the brand image. In this thesis the topic of fit is divided into two hypotheses, namely that positive feedback effects will have a stronger impact on the parent brand image in case of a high fit service extension, whereas negative feedback effects have a stronger impact in case of a low fit service extension. However, in this thesis both hypotheses can be supported, which means that fit plays a major role concerning the strength of the feedback effects.

Nevertheless, hypothesis 3a can only be supported for the brand quality measure, but not for the measure of total brand quality. An explanation is the ceiling effect, which claims that strong brand quality of strong brands can hardly be improved by successful brand extensions. Therefore no brand quality improvement can take place, although the reader is highly satisfied with the scenario. However, a brand quality improvement can be found for the brand quality measure, which can be seen in the figure below. Here the extension with a high service quality and with a high degree of fit, namely the coffee house positive has a bigger improvement of brand image in comparison to the extension with high service quality, but with a low degree of fit, namely the Nespresso cocktail bar. Here it can be seen that the fit serves as an intensifier of feedback effects.

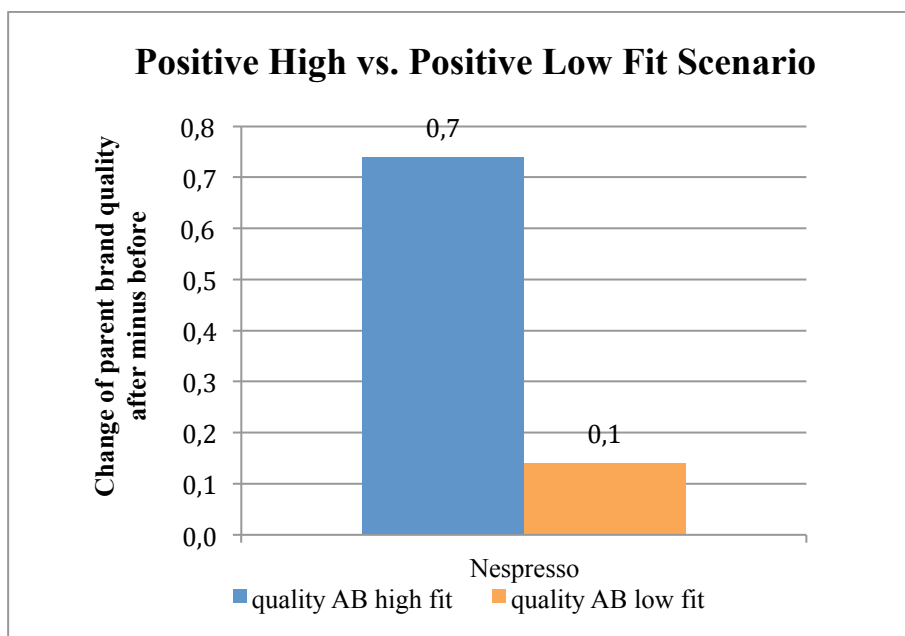


Figure 14: Positive Impact of High Fit on Brand Image

The reverse is the case, when it comes to negative scenarios. Here, both the brand quality measure, as well as the total brand quality are significant, since the ceiling effect argument is not valid in this case. The respondent can easily judge the brand quality after more negative than the brand quality before, as the brand quality before is in total rated very high. For extensions with a low service quality it can be seen that those with a low degree of fit between the parent brand and the service extension are valued worse concerning their parent brand image in comparison to those having a high degree of fit. This means the brand image change of the Nespresso coffee house is smaller than the brand image change of the Nespresso cocktail bar. Consequently, unsuccessful brand extensions with a low degree of fit do greater harm to the brand image than those with a high degree of fit.

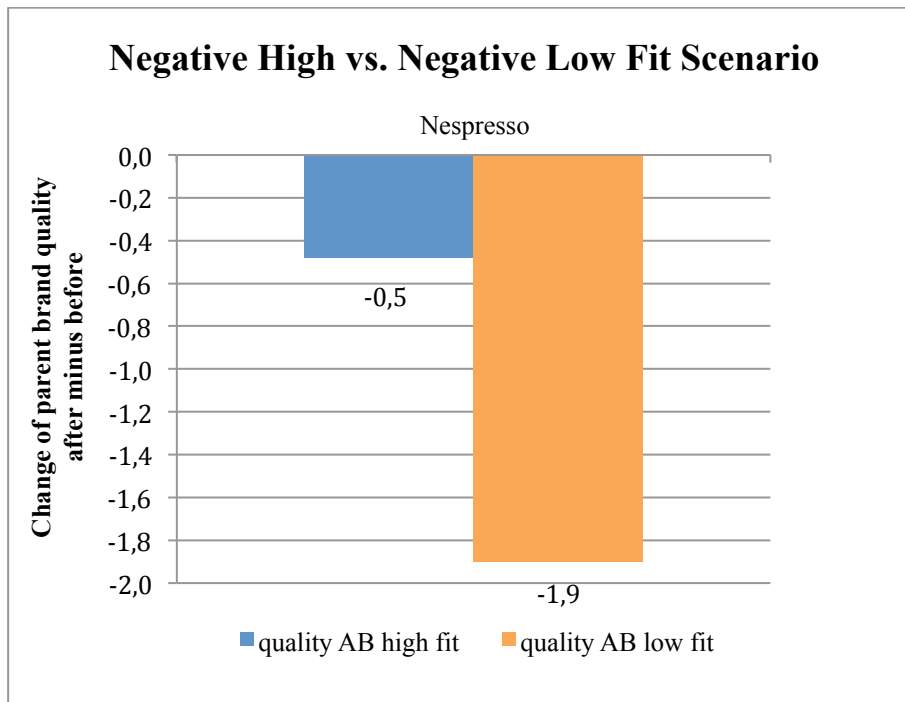


Figure 15: Negative Impact of Low Fit on Brand Image

Therefore, it can be concluded that the factor of fit only acts as an intensifier of customer satisfaction and therefore also of feedback effects, but fit is not a main determinant of customer satisfaction, as it was prior suggested by past extension researchers. According to theory of Aaker and Keller (1992), who postulate that fit is a main determinant of extension success, it must have been true that scenario 3 leads to negative customer satisfaction, just because of the absence of fit. However, this is not the case since scenario 3 (cocktail bar, high quality, low fit) is characterised by customer satisfaction. In scenario 3 high service quality leads to customer satisfaction, which can be seen as the main determinant of brand extension success. This study is the first one, which proves that the influence of fit has heavily been overestimated by former brand extension researchers. The reason for this is that fit has always been taken as a proxy for extension quality, and therefore the degree of fit becomes partially obsolete. Once the dimension of service quality is added to the extension evaluation fit only has an intensifying impact but is not a determinant of extension success or failure anymore.

For the additional analysis it can be said, that initial brand image as well as service quality have a significant influence on the brand extension evaluation.

However, concerning fit no concrete suggestion can be made. For the negative scenarios 2 and 4, coffee house negative and cocktail bar negative, it could be supported that fit has an influence on the brand extension evaluation. Namely, the lower the fit is, the worse is the brand extension evaluation. For the positive scenarios 1 and 3, no significant relation could be found. One possible explanation for these results could again be the ceiling effect as both positive scenarios received a very high rating of the extension evaluation or that fit simply has no influence on the extension evaluation. For scenario 1 the mean is 5.32 and for scenario 3 the mean of service quality after, which serves as extension evaluation, is 5.22. Although, it can be seen that the mean of the high satisfaction scenario with the high fit, namely the coffee house, is slightly higher than the mean of the cocktail bar, the small difference is not significant. This goes again hand in hand with the suggestion made before, that the importance of fit has been overestimated for a long time in brand extension research. The only important determinant for brand extension success or failure is service quality and customer satisfaction.

6. Discussion and Managerial Implications

Brands are one of the most crucial assets for companies. Strong brands create brand equity and are therefore essential for company success. Therefore, managers must be familiar with the dangers that can lead to the erosion of brand assets. One of those inappropriate strategies can be the introduction of an unsuccessful brand extension, which can harm existing brand benefits and quality perceptions (Martínez & de Chernatony, 2004; Diamantopoulos, Smith, & Grime, 2005). Finally a clear definition is found, which variables lead to the emergence of feedback effects and which influence those variables have on the parent brand image (Martinez & Pina, 2009). The thesis on hand proposes a model, which includes the major factors having an influence on the creation of feedback effects.

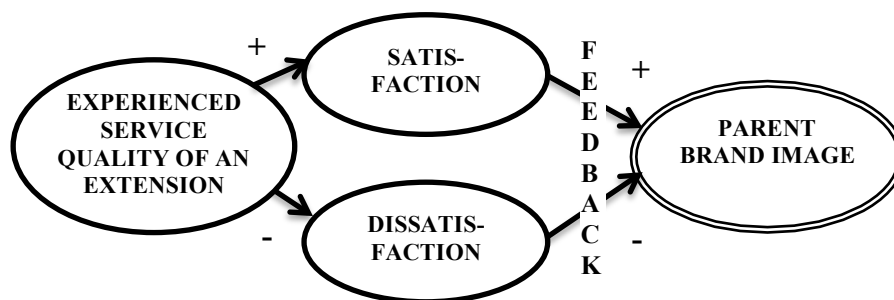


Figure 16: Factors Having an Influence on Feedback Effects

The results, which can be seen in the figure above, indicate that also service brand extensions create feedback effects on the product parent brand image, in dependence of the experienced service quality level of the service extension. These findings validate previous results concerning the importance of service quality, customer satisfaction and perceived degree of fit (Martinez & Pina, 2009; Völckner, Sattler, & Kaufmann, 2008).

This master thesis integrates respondents in artificial scenarios based on quasi-experiences of one out of four possible service extension scenarios stemming from the product parent brand Nespresso. Before the respondent is exposed to the concrete scenario s/he is asked about the fit, the expected quality of the service extension and the evaluation of the parent brand image. Then the respondent reads the scenario. After this the experienced or perceived quality as well as the satisfaction with the service scenario is asked and finally the brand image is evaluated for a second time. The comparison

between the parent brand image before and after the scenario shows the feedback effects, each scenario creates (Völckner, Sattler, & Kaufmann, 2008).

This thesis reveals a number of essential managerial insights. The first one is, brand extensions create feedback effects. This can be seen in the figure below, where parent brand image is again measured with the help of parent brand quality. In this figure it can be seen that high satisfaction extensions have an improving impact on the parent brand image evaluation, whereas the parent brand image gets worse after experiencing a low satisfaction extension.

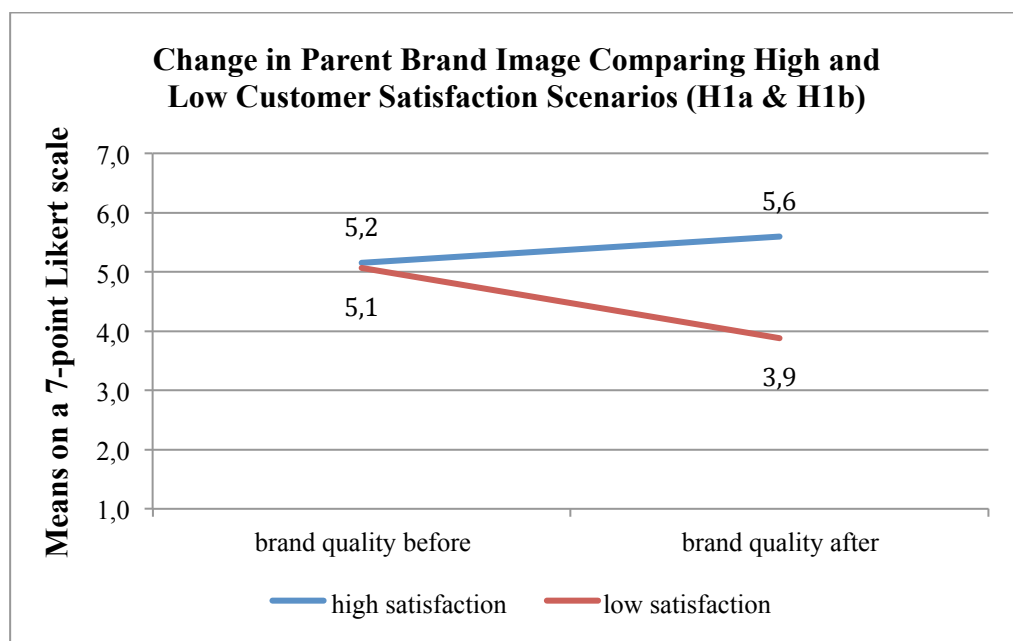


Figure 17: Change of Parent Brand Image after an Extension Experience

Especially negative feedback effects are of high importance for managers nowadays, since their existence was questioned for a long time. Some experts, like Keller and Aaker (1992), even thought that a strong brand image is immune to brand extension failure. However, in this study it is proven that negative services, like the one in scenario 2 (coffee house) or 4 (cocktail bar), can cause negative feedback effects and consequently can harm the brand image substantially. Therefore, in this work the opinion that strong brands are vulnerable to negative feedback effects is supported, as it is hard to fulfil the very high expectations customers already have in their minds. Nevertheless, a strong brand name can also increase the success of a service extension and therefore popular brand names are often those used for extension strategies as the customer associates a lower risk with a known brand. However, it must not be forgotten that an unsuccessful extension can also damage a strong parent brand. This trade-off

between benefits and risks has always to be kept in mind by managers nowadays (Völckner, Sattler, & Kaufmann, 2008).

Second, negative feedback effects are always stronger than positive feedback effects, which can be explained by the prospect theory and can also be seen in the figure above. This theory by Kahneman & Tversky (1979) suggests that losses are weighted stronger than gains, which means for the creation of feedback effect that negative ones have a bigger influence on the parent brand image than positive ones do. This means the loss of brand image resulting from an unsuccessful extension is always higher than the improvement of brand image after a successful service extension.

Third, this thesis also supports assumptions by Aaker and Keller (1990) that fit still exerts a substantial influence on the evaluation of brand extensions, but not directly on brand extension success. However, in this thesis fit only works as a multiplier, as it only increases the magnitude of feedback effects but not the direction, which is dominated by the factor of service quality. Summed up, this means high service quality causes satisfaction and positive feedback effects, while low service quality causes dissatisfaction and negative feedback effects whereas the degree of fit between the parent brand and the service extension has only a strengthening effect. However, the degree of fit taken separately does not cause satisfaction or dissatisfaction with an extension, as it was prior suggested. This is proven in scenario 3 and 4, both having a low degree of fit, where in scenario 3 the customers are satisfied with the service extension whereas in scenario 4 customers are dissatisfied with the extension. This also goes hand in hand with the findings of hypothesis 3, which show that “a positive service experience will have a stronger impact on the parent brand image in case of a high fit extension”, whereas “a negative service experience will have a stronger impact on the parent brand image in case of a low fit extension” (Völckner, Sattler, & Kaufmann, 2008). This is also supported by other authors like Lei et al. (2004), who are convinced, that having a high fit automatically pays back in terms of a more favourable evaluation of the extension. Therefore, a high fit between the extension and the parent brand is always advantageous to have, as it increases the positive effects of a service extension on the product brand image.

7. Limitations and Future Research

As this survey turns out to be a paper and pencil approach with invented scenarios and fictitious manipulated satisfaction levels, the responses may differ from real life consumer perceptions. Actual advertisements and real service extensions can provoke bigger changes on brand image than with this artificial survey on hand (Lane & Jacobson, 1997). In real life situations also other factors like the surrounding or physical evidences can have a high influence on the customer perceptions of quality and therefore also on the creation of feedback effects.

Further, as this study deals with real brands, respondents already have an established brand image in mind. In the present case, Nespresso, has got a very high brand image, which is hard to improve or increase, which may limit the creation of positive feedback effects. This can be traced back to the phenomenon of the so-called ceiling effect, which was mentioned in several chapters before. However, the results of this study may not be generalizable to brands with a low or medium brand image. Global brands with high brand equity and high brand quality therefore have a problem concerning the improvement of their brand image, which can only hardly be measured. For future research a similar study for small, local brands could be made to see, if differences concerning feedback effects and brand image changes exist.

Additionally, this study neglects the possibility that also other variables than customer satisfaction, service quality and fit can have a substantial influence on the creation of feedback effects. Some of those variables, which this study does not take into account are advertising support, perceived risk, corporate image, customer innovativeness or time span (Völckner, Sattler, Hennig-Thurau, & Ringle, 2010). In future research further variables could be added to the study.

Another limitation of the conducted survey is that only Austrian respondents were asked, which can lead to skewed results as differences due to cultural influences could occur. As cultural differences are especially important in the service industry because of the high degree of interaction between the service provider and the customer, must be paid high attention to this shortcoming, when trying to generalise these results with other countries. Although Aaker and Keller (1990) conclude that dimensions of fit and brand quality do not differ across countries and that cultural differences have no effect

on the importance of these measures, their findings hold for product extensions, their validity is hardly questioned concerning asymmetric or service extensions (Aaker & Keller, 1990; Völckner, Sattler & Kaufmann, 2008; Völckner, Sattler, Hennig-Thurau, & Ringle, 2010).

Furthermore, this analysis focuses on asymmetric brand extensions of a large FMCG manufacturer. Of course large, dominant brands always introduce brand extensions with high marketing support, which cannot be provided by small brands. Also the high brand image and the existing brand equity must be kept in mind, when looking at the results of this study (Völckner, Sattler, & Kaufmann, 2008).

Another factor that has not been controlled in this study is price, which consumers often use to evaluate service quality. One possibility, proposed by van Riel et al. (2001) is that price is as important for extension evaluation as fit. Price can also be seen as an indicator of quality and could therefore have an interesting influence on the creation of feedback effects on the parent brand image.

Additionally, the survey on hand only asked a small number of respondents, namely 120. Of course the higher the number of respondents is, the more accurate the survey results are.

Finally, it could be suggested to revise other measurement scales for brand image, as this construct is always very difficult to measure. It is also suggested to use a higher number of items, as brand image is a very complex construct to measure, as it includes brand attributes, brand quality, brand benefits and brand equity (Martinez Salinas & Pina Pérez, 2009).

8. List of References

- Aaker, D. A. (1996). *Building Strong Brands*. New York, United States of America: The Free Press.
- Aaker, D. A., & Keller, K. L. (1990). Consumer Evaluations of Brand Extensions. *Journal of Marketing*, Vol. 54, pp. 27-41.
- Ahluwalia, R., & Gürhan-Canli, Z. (2000). The Effects of Extensions on the Family Brand Name: An Accessibility-Diagnosticity Perspective. *Journal of Consumer Research*, Vol. 27, Nr. 3, pp. 371-381.
- Balachander, S., & Ghose, S. (2003). Reciprocal Spillover Effects: A Strategic Benefit of Brand Extensions. *Journal of Marketing*, Vol. 67, pp. 4-13.
- Berry, L. L. (1980). Services Marketing Is Different. *Business*, Vol. 30, pp. 24-28.
- Bilstein, N., Hogueve, J., Fahr, R., & Sichtmann, C. (2012). Paying for a Higher Workload? An Experimental Investigation of the Relationship between Customer's Co-Production and Willingness to Pay. *unpublished manuscript*.
- Bitner, M. J. (1990). Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*, Vol. 54, Nr. 2, pp. 69-82.
- Bottomley, P. A., & Holden, S. J. (2001). Do We Really Know How Consumers Evaluate Brand Extensions? Empirical Generalizations based on Secondary Analysis of Eight Studies. *Journal of Marketing Research*, Vol. 38, pp. 494-500.
- Bougie, R., Pieters, R., & Zeelenberg, M. (2003). Angry Customers Don't Come Back, They Get Back: The Experience and Behavioral Implications of Anger and Dissatisfaction in Services. *Journal of the Academy of Marketing Science*, Vol. 31, Nr. 4, pp. 377-393.
- Boulding, W., Kalra, A., Staelin, R., & Zeithaml, V. A. (1993). A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions. *Journal of Marketing Research*, Vol. XXX, Nr. 3, pp. 7-27.

Boush, D. M., & Loken, B. (1991). A Process-Tracing Study of Brand Extension Evaluation. *Journal of Marketing Research*, Vol. XXVIII, pp. 16-28.

Brand Extension Research. (2012). Retrieved 05. 10., 2012, from <http://www.brandextension.org/types.html>.

Broniarczyk, S. M., & Alba, J. W. (1994). The Importance of Brand in Brand Extension. *Journal of Marketing Research*, Vol. XXXI, pp. 214-228.

Brown, B., Sichtmann, C., & Musante, M. (2011). A Model of Product-to-Service Brand Extension Success Factors in B2B Buying Contexts. *Journal of Business & Industrial Marketing*, Vol. 26, Nr. 3, pp. 202-210.

Carmen, J. M., & Langeard, E. (1980). Growth Strategies of Service Firms. *Strategic Management Journal*, Vol. 1, pp. 7-22.

Churchill, G. A., & Iacobucci, D. (2002). *Marketing Research: Methodological Foundations*. Mason Ohio: South Western.

Craig, S. C., & Douglas, S. P. (2005). *International Marketing Research*. West Sussex, England: John Wiley & Sons, Ltd.

de Ruyter, K., & Wetzels, M. (2000). The Role of Corporate Image and Extension Similarity in Service Brand Extensions. *Journal of Economic Psychology*, Vol. 21, pp. 639-659.

Diamantopoulos, A., Smith, G., & Grime, I. (2005). The Impact of Brand Extensions on Brand Personality: Experimental Advice. *European Journal of Marketing*, Vol. 39, Nr. 1/2, pp. 129-149.

Dwivedi, A., Merrilees, B., & Sweeney, A. (2010). Brand Extension Feedback Effects: A Holistic Framework. *Journal of Brand Management*, Vol. 17, pp. 328-342.

Edgett, S., & Parkinson, S. (1993). Marketing for Service Industries - A Review. *The Service Industries Journal*, Vol. 13, pp. 19-39.

Elliott, R., & Percy, L. (2007). *Strategic Brand Management*. Oxford, New York: Oxford University Press Inc., New York.

- Erevelles, S., & Leavitt, C. (1992). A Comparison of Current Models of Consumer Satisfaction/Dissatisfaction. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, Vol. 5, pp. 104-114.
- Gürhan-Canli, Z., & Maheswaran, D. (1998). The Effects of Extensions on Brand Name Dilution and Enhancement. *Journal of Marketing Research*, Vol. 35, pp. 464-473.
- Ghobadian, A., Speller, S., & Jones, M. (1994). Service Quality - Concepts and Models. *International Journal of Quality & Reliability Management*, Vol. 11, Nr. 9, pp. 43-66.
- Gronroos, C. (1978). A Service-Oriented Approach to Marketing in Services. *European Journal of Marketing*, Vol. 12, Nr. 8, pp. 588-601.
- Hem, L. E., de Chernatony, L., & Iversen, N. M. (2003). Factors Influencing Successful Brand Extensions. *Journal of Marketing Management*, Vol. 19, pp. 781-806.
- Hill, D. J. (1986). Satisfaction and Consumer Services. *Advances in Consumer Research*, Vol. 13, pp. 311-315.
- Iacobucci, D. (1992). An Empirical Examination of Some Basic Tenets in Services: Goods-Services Continua. *Advances in Services Marketing and Management*, Vol. 1, pp. 23-52.
- Kahneman, D., & Tversky, A. (1979). Prospect Theory: An Analysis of Decision Under Risk. *Econometrica*, Vol. 47, Nr. 2, pp. 262-292.
- Kapferer, J.-N. (2005). *The New Strategic Brand Management - Creating and Sustaining Brand Equity Long Term*. London, N1 9JN, United Kingdom: Kogan Page Limited.
- Keller, K. (1993). Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*, Vol. 57, Nr. 1, pp. 1-22.
- Keller, K. L. (2003). *Strategic Brand Management, 2nd ed. Upper Saddle River*. New York: Prentice Hall.
- Keller, K. L., & Aaker, D. A. (1992). The Effects of Sequential Introduction of Brand Extensions. *Journal of Marketing Research*, Vol. 29, pp. 35-50.

- Keller, K. L., & Lehmann, D. R. (2006). Brands and Branding: Research Findings and Future Priorities. *Marketing Science*, Vol. 25, Nr. 6, pp. 740-759.
- Keller, K. (2008). *Strategic Brand Management - Building, Measuring, and Managing Brand Equity*. New Jersey, United States of America: Pearson Education, Inc.
- Keller, K., Apéria, T., & Georgson, M. (2012). *Strategic Brand Management*. Harlow, Essex, England: Pearson Education Limited.
- Kim, H., & Roedder John, D. (2008). Consumer Response to Brand Extensions: Construal Level as a Moderator of the Importance of Perceived Fit. *Journal of Consumer Psychology*, Vol. 18, pp. 116-126.
- Kotler, P. (2003). *Marketing Management* (Bd. 11). Upper Saddle River, NJ: Prentice Hall.
- Kotler, P., & Keller, K. L. (2006). *Marketing Management*. New Jersey: Pearson Education.
- Lane, V., & Jacobson, R. (1997). The Reciprocal Impact of Brand Leveraging: Feedback Effects from Brand Extension Evaluation to Brand Evaluation. *Marketing Letters*, Vol. 8:3, pp. 261-271.
- Lehtinen, U., & Lehtinen, J. R. (1982). Service Quality: A Study of Quality Dimensions. *unpublished working paper, Helsinki: Service Management Institute, Finland OY*.
- Lei, J., Pruppers, R., Ouwersloot, H., & Lemmink, J. (2004). Service Intensiveness and Brand Extension Evaluation. *Journal of Service Research*, Vol. 6, Nr. 3, pp. 243-255.
- Loken, B., & Roedder John, D. (1993). Diluting Brand Beliefs: When Do Brand Extensions Have a Negative Impact? *Journal of Marketing*, Vol. 57, pp. 71-84.
- Lovelock, C. H. (1983). Classifying Services to Gain Strategic Marketing Insights. *Journal of Marketing*, Vol. 47, pp. 9-20.
- Lovelock, C. H., & Yip, G. S. (1996). Developing Global Strategies for Service Businesses. *California Management Review*, Vol. 38, Nr. 2, pp. 64-86.

- Lovelock, C., & Gummerrsson, E. (2004). Whither Services Marketing? In Search of a New Paradigm and Fresh Perspectives. *Journal of Service Reserach*, Vol. 7, Nr. 1, pp. 20-41.
- Lovelock, C., & Wirtz, J. (2011). *Services Marketing. People, Technology, Strategy*. New Jersey, United States of America: Pearson Education.
- Mahník, N., & Mayerhofer, W. (2006). *Erfolgsfaktoren von Markenerweiterungen*. Wiesbaden: Springer.
- MarketingPower. (2013). Retrieved 07. 01., 2013, from American Marketing Association: <http://www.marketingpower.com>.
- Martínez Salinas, E., & Pina Pérez, J. (2009). Modeling the Brand Extensions' Influence on Brand Image. *Journal of Business Research*, Vol. 62, pp. 50-60.
- Martínez, E., & de Chernatony, L. (2004). The Effect of Brand Extension Strategies Upon Brand Image. *Journal of Consumer Marketing*, Vol. 21, pp. 39-50.
- Martinez, E., & Pina, J. M. (2009). Consumer Responses to Brand Extensions: A Comprehensive Model. *European Journal of Marketing*, Vol. 44, Nr. 7/8, pp. 1182-1205.
- Maxham III, J. G., & Netemeyer, R. G. (2002). A Longitudinal Study of Complaining Customers' Evaluations of Multiple Service Failures and Recovery Effects. *Journal of Marketing*, Vol. 66, Nr. 4, pp. 57-71.
- Meffert, H., & Bruhn, M. (2009). *Dienstleistungsmarketing*. Wiesbaden: Gabler.
- Milberg, S. J., Park, C. W., & McCarthy, M. S. (1997). Managing Negative Feedback Effects Associated With Brand Extensions: The Impact of Alternative Branding Strategies. *Journal of Consumer Psychology*, Vol. 6, Nr. 2, pp. 119-140.
- Milberg, S. (2001). Positive Feedback Effects of Brand Extensions: Expanding Brand Meaning and the Range of Extendibility. *Revista ABANTE*, Vol. 4, Nr. 1, pp. 3-35.
- Mittal, V., Ross, W., & Baldasare, P. (1998). The Asymmetric Impact of Negative and Positive Attribute-Level Performance on Overall Satisfaction and Repurchase Intentions. *Journal of Marketing*, Vol. 62, pp. 33-47.

- Morrin, M. (1999). The Impact of Brand Extensions on the Parent Brand Memory Structures and Retrieval Processes. *Journal of Marketing Research*, Vol. XXXVI, pp. 517-525.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implications for Future Research. *Journal of Marketing*, Vol. 49, pp. 41-50.
- Park, C. W., Jawarski, B. J., & MacInnis, D. J. (1986). Strategic Brand Concept - Image Management. *Journal of Marketing*, Vol. 50, pp. 135-145.
- Park, C. W., Milberg, S., & Lawson, R. (1991). Evaluation of Brand Extensions: The Role of Product Feature Similarity and Brand Concept Consistency. *Journal of Consumer Research*, Vol. 18, pp. 185-194.
- Rastogi, P. (2012). Effect of Brand Extensions on Parent Brand. *Global Journal of Commerce and Management Perspective*, Vol. 1, Nr.1, pp. 29-33.
- Roedder John, D., Loke, B., & Joiner, C. (1998). The Negative Impact of Extensions: Can Flagship Products Be Diluted? *Journal of Marketing*, Vol. 62, pp. 19-32.
- Romeo, J. B. (1991). The Effect of Negative Information on the Evaluations of Brand Extensions and the Family Brand. *Advances in Consumer Research*, Vol. 18, pp. 399-406.
- Rushton, A., & Carson, D. (1989). The Marketing of Services: Managing the Intangibles. *European Journal of Marketing*, Vol. 23, Nr. 8, pp. 23-43.
- Shankar, V., & Carpenter, G. S. (2012). *Handbook of Marketing Strategy*. UK: Edward Elgar Publishing.
- Sichtmann, C., Klein, M., & Ostruk, L. (2008). Vom Produkt zur Dienstleistung - Erfolgsfaktoren des Markentransfers. In B. Stauss, & M. Bruhn, *Dienstleistungsmarken - Forum Dienstleistungsmanagement* (pp. 121-137). Wiesbaden: Gabler.
- Smith, A. K., Bolton, R. N., & Wagner, J. (1999). A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of Marketing Research*, Vol. 36, Nr. 3, pp. 356-372.

- Sujan, M. (1985). Consumer Knowledge: Effects on Evaluation Strategies Mediating Consumer Judgements. *Journal of Consumer Reserach*, Vol. 12, pp. 31-46.
- Swartz, T. A., & Iacobucci, D. (2000). *Handbook of Services Marketing & Management*. Thousand Oaks, California: Sage Publications.
- Tauber, E. M. (1988). Brand Leverage: Strategy for Growth in a Cost-Control World. *Journal of Advertising Research*, Vol. 28, Nr. 4, pp. 26-30.
- Taylor, D. (2006). *Brandstretch - Why 1 in 2 Extensions Fail, and How to Beat the Odds*. Chichester, West Sussex PO198SQ, England: John Wiley & Sons.
- Taylor, V., & Bearder, W. (2002). The Effects of Price on Brand Extension Evaluations: The Moderating Role of Extension Similiarity. *Journal for the Academy of Marketing Science*, Vol. 30, Nr. 2, pp. 131-140.
- Thorbjornsen, H. (2005). Brand Extensions: Brand Concept Congruency and Feedback Effects Revisited. *Journal of Product & Brand Management*, Vol. 24, Nr. 4, pp. 250-257.
- Völckner, F., & Sattler, H. (2006). Divers of Brand Extension Success. *Journal of Marketing*, Vol. 70, Nr. 2, pp. 18-34.
- Völckner, F., Sattler, H., & Kaufmann, G. (2008). Image Feedback Effects of Brand Extensions: Evidence From a Longitudinal Field Study. *Market Lett*, Vol. 19, pp. 109-124.
- Völckner, F., Sattler, H., Hennig-Thurau, T., & Ringle, C. M. (2010). The Role of Parent Brand Quality for Serivce Brand Extension Success. *Journal of Service Research*, Vol. 13, Nr. 4, pp. 379-396.
- van Riel, A. C., Lemmink, J., & Ouwersloot, H. (2001). Consumer Evaluations of Service Brand Extensions. *Journal of Service Research*, Vol. 3, Nr. 3, pp. 220-231.
- Walker, J. (1995). Service Encounter Satisfaction: Conceptualized. *Journal of Services Marketing*, Vol. 9, Nr. 1, pp. 5-14.
- Weber, R., & Crocker, J. (1983). Cognitive Processes in the Revision of Stereotypic Beliefs. *Journal of Personality and Social Psychology*, Vol. 45, pp. 454-467.

Woodruff, R. B., Cadotte, E. R., & Jenkins, R. (1983). Modeling Consumer Satisfaction Processes Using Experienced Based Norms. *Journal of Marketing*, Vol. 20, Nr. 2, pp. 296-304.

Yoo, B., Donthu, N., & Lee, S. (2000). An Examination of Selected Marketing Mix Elements and Brand Equity. *Journal of the Academy of Marketing Science*, Vol. 28, Nr. 2, pp. 195-211.

Zeithaml, V. A., Berry, L. L., & A., P. (1993). The Nature and Determinants of Customer Expectations of Service. *Journal of the Academy of Marketing Science*, Vol. 21, Nr. 1, pp. 1-12.

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1988). Communication and Control Processes in the Delivery of Service Quality. *Journal of Marketing*, Vol. 52, Nr. 2, pp. 35-48.

9. Appendix

Pre-Test 1



Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten, wir fragen nach Ihrer persönlichen Einschätzung.

Sie benötigen insgesamt ca. 5 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

NESPRESSO



Wie gut kennen Sie die Marke Nespresso? (1 = gar nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

Welches Produkt verbinden Sie mit der Marke Nespresso?

Wie stufen Sie die Qualität der Marke Nespresso ein? (1 = gar nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

Teil 1:

Zuerst wollen wir von Ihnen wissen, inwieweit Sie sich vorstellen können, dass Nespresso die folgenden Dienstleistungen anbietet?

	Wie gut passen Ihrer Meinung nach die folgenden Dienstleistungen zu den anderen Dienstleistungen/Produkten, die von Nespresso angeboten werden?	Wie gut passen folgende Dienstleistungen zu Ihrem Gesamtbild der Marke Nespresso?
	1 = sehr schlecht 7 = sehr gut	1 = sehr schlecht 7 = sehr gut
Maßschneiderei	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Kaffeehaus	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Online Dating	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Lebensversicherung	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Barista Workshop	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Designhotel	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Online Wörterbuch	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Schönheitssalon	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Cocktailbar	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦
Internet Banking	① ② ③ ④ ⑤ ⑥ ⑦	① ② ③ ④ ⑤ ⑥ ⑦

Teil 2:

Im nächsten Teil wollen wir wissen, wie hoch Sie die Interaktion zwischen Kunde und Mitarbeiter in den folgenden Dienstleistungen bewerten?

Beispiel: Bei einem Frisör ist die Interaktion sehr hoch, weil die Anwesenheit von Mitarbeiter und Kunde erforderlich ist sowie eine intensive Betreuung des Kunden für die Dienstleistungserstellung unerlässlich ist. Bei einem Online-Music Store hingegen, ist die Interaktion gering, weil die gleichzeitige Anwesenheit und eine intensive Betreuung für die Inanspruchnahme der Dienstleistung **nicht** notwendig sind.

	Wie hoch schätzen sie die Interaktion zwischen Kunde und Mitarbeiter in den folgenden Dienstleistungen?						
	1 = kaum bis gar keine Interaktion			7 = sehr hohe Interaktion			
Maßschneiderei	①	②	③	④	⑤	⑥	⑦
Kaffeehaus	①	②	③	④	⑤	⑥	⑦
Online Dating	①	②	③	④	⑤	⑥	⑦
Lebensversicherung	①	②	③	④	⑤	⑥	⑦
Barista Workshop	①	②	③	④	⑤	⑥	⑦
Designhotel	①	②	③	④	⑤	⑥	⑦
Online Wörterbuch	①	②	③	④	⑤	⑥	⑦
Schönheitssalon	①	②	③	④	⑤	⑥	⑦
Cocktailbar	①	②	③	④	⑤	⑥	⑦
Internet Banking	①	②	③	④	⑤	⑥	⑦

Teil 3:

Im Folgenden geht es darum, inwieweit eine Dienstleistung bzw. einzelne Bestandteile der Dienstleistung tastbar/materiell sind? Materiell bzw. tastbar bedeutet in dem Zusammenhang, dass man die Dienstleistung entweder fühlen, schmecken, riechen, sehen oder hören kann.

Eine Kinderbetreuungseinrichtung hat beispielsweise Elemente, die sehr materiell sind, etwa Spielzeug, sanitäre Einrichtungen und Matratzen auf denen sich die Kinder ausruhen können. Darüber hinaus hat sie immaterielle Elemente wie die Betreuungsleistung selbst, Spiele, die gespielt werden und Lieder, die gesungen werden. Bitte geben Sie bei folgenden Leistungen an, ob die Dienstleistung aus Ihrer Sicht vorwiegend immateriell oder vorwiegend materiell ist.

	1 = überwiegend immateriell			7 = überwiegend materiell			
Maßschneiderei	①	②	③	④	⑤	⑥	⑦
Kaffeehaus	①	②	③	④	⑤	⑥	⑦
Online Dating	①	②	③	④	⑤	⑥	⑦
Lebensversicherung	①	②	③	④	⑤	⑥	⑦
Barista Workshop	①	②	③	④	⑤	⑥	⑦
Designhotel	①	②	③	④	⑤	⑥	⑦
Online Wörterbuch	①	②	③	④	⑤	⑥	⑦
Schönheitssalon	①	②	③	④	⑤	⑥	⑦
Cocktailbar	①	②	③	④	⑤	⑥	⑦
Internet Banking	①	②	③	④	⑤	⑥	⑦

Degree of Interaction of the Ten Service Extensions

	Mean	Standard Deviation
Coffee House	5.95	1.234
Online Dating	1.85	1.461
Life Insurance	4.25	1.997
Barista Workshop	6.15	0.933
Design Hotel	4.95	1.820
Online Dictionary	1.85	1.461
Cocktail Bar	4.95	1.638
Beauty Saloon	6.10	1.373
Internet Banking	1.50	0.607
Custom Tailoring	6.05	1.932

Degree of Tangibility of the Ten Service Extensions

	Mean	Standard Deviation
Coffee House	5.65	1.387
Online Dating	1.30	0.470
Life Insurance	2.00	1.556
Barista Workshop	4.90	1.714
Design Hotel	5.30	1.525
Online Dictionary	1.70	1.720
Cocktail Bar	5.35	1.309
Beauty Saloon	5.35	1.387
Internet Banking	1.65	1.424
Custom Tailoring	5.35	1.981

Pre-Test 2

Beginning (the same for all 4 versions)



Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten, sondern es wird nach Ihrer persönlichen Einschätzung gefragt.

Sie benötigen insgesamt ca. 5 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

NESPRESSO



Wie gut kennen Sie die Marke Nespresso? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

Welches Produkt verbinden Sie mit der Marke Nespresso?

Wie stufen Sie die Qualität der Marke Nespresso ein? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

Scenario 1: Nespresso Coffee house – high satisfaction

Teil 1: Nespresso Design-Kaffeehaus

Im folgenden Teil wird Ihnen eine Situation in einem Kaffeehaus der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios notieren Sie bitte auf einer 7-stufigen Skala (1 = überhaupt nicht gut, 7 = sehr gut) die von Ihnen wahrgenommene Dienstleistungsqualität.

Stellen Sie sich vor, Sie befinden sich in einem Nespresso Design-Kaffeehaus, das stilvoll mit dunklen Ledermöbeln und Parkettboden eingerichtet ist. Die Atmosphäre ist gemütlich und das Design hochwertig sowie modern zugleich. Die Kellner sind mit schwarzer Anzughose, weißem Hemd und moderner, dünner Krawatte gekleidet.

Nachdem Sie es sich in einer der Ledergarnituren gemütlich gemacht haben, werfen Sie einen Blick in die edle Karte. Sie können zwischen verschiedenen Nespresso Kaffeesorten, Tees, kalten Getränken, kleinen Snacks und Desserts wählen. Als der Kellner kommt um Ihre Bestellung aufzunehmen, wirkt dieser freundlich, kompetent und steht beratend zur Seite. Er informiert Sie über Kaffeeeneuheiten und die heutige Tagesempfehlung.

Die Bestellung kommt nach nur wenigen Minuten an Ihren Tisch. Der Kaffee schmeckt frisch gebrüht und ist noch heiß. Zusätzlich wird er in einer schönen Nespresso Design-Tasse mit einem Keks und einem großen Glas Leitungswasser serviert. Sobald die Getränke geleert sind erkundigt sich der Kellner, ob er Ihnen noch etwas bringen darf. Als Sie verneinen und um die Rechnung bitten, ist diese ebenfalls auffallend rasch bei Ihnen am Tisch. Nach Bezahlung wünscht Ihnen der Kellner einen schönen Tag und Sie verlassen das Nespresso Design-Kaffeehaus.

Scenario 2: Nespresso Coffee house– low satisfaction

Teil 1: Nespresso Design-Kaffeehaus

Im folgenden Teil wird Ihnen eine Situation in einem Kaffeehaus der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzusetzen. Nach dem Durchlesen des Szenarios notieren Sie bitte auf einer 7-stufigen Skala (*1 = überhaupt nicht gut, 7 = sehr gut*) die von Ihnen wahrgenommene Dienstleistungsqualität.

Stellen Sie sich vor, Sie befinden sich in einem Nespresso Design-Kaffeehaus, das stilvoll mit dunklen Ledermöbeln und Parkettboden eingerichtet ist. Die Atmosphäre ist gemütlich und das Design hochwertig sowie modern zugleich. Die Kellner sind mit schwarzer Anzughose, weißem Hemd und moderner, dünner Krawatte gekleidet.

Nachdem Sie es sich in einer der Ledergarnituren gemütlich gemacht haben, werfen Sie einen Blick in die Karte. Sie können zwischen verschiedenen Nespresso Kaffeesorten, Tees, kalten Getränken, Snacks und Desserts wählen. Als der Kellner kommt um Ihre Bestellung aufzunehmen, wirkt dieser gestresst. Als Sie ihm bezüglich zwei Kaffeesorten eine Frage stellen und ihn um eine Empfehlung bitten, antwortet er unfreundlich.

Die Bestellung kommt erst nach ca. 30 Minuten an Ihren Tisch. Leitungswasser bringt der Kellner allerdings erst, als Sie den Kaffee bereits getrunken haben. Sie fragen nach der Rechnung. Nachdem diese sehr lange nicht kommt, gehen Sie an den Tresen um zu zahlen. Bei der Bezahlung merken Sie, dass der Kellner Ihnen zu viel verrechnet hat. Sie machen ihn darauf aufmerksam. Der Kellner rechnet nach, und nennt Ihnen die richtige Rechnungssumme, allerdings ohne Entschuldigung. Beim Verlassen des Nespresso Design-Kaffeehauses grüßen Sie freundlich, jedoch bleibt eine Antwort des Kellners aus.

Scenario 3: Nespresso Cocktail bar –high satisfaction

Teil 2: Nespresso Cocktailbar

Im folgenden Teil wird Ihnen eine Situation in einem Cocktailbar der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzusetzen. Nach dem Durchlesen des Szenarios notieren Sie bitte auf einer 7-stufigen Skala (*1 = überhaupt nicht gut, 7 = sehr gut*) die von Ihnen wahrgenommene Dienstleistungsqualität.

Stellen Sie sich vor, Sie sind in einer Nespresso Cocktailbar umgeben von stilvollem Ambiente, edlen Polstermöbeln und modernem Design. Die Barkeeper tragen alle schwarze Abendkleidung, einheitlich schwarze Kellnerschürzen und haben winzige Schilder mit ihren Namen auf der Brust stehen. In der Bar sorgt gedämpftes Licht mit einzelnen Spots sowie ein schwarzer Flügel für gemütliche Atmosphäre und unterstreicht den edlen Charakter der Cocktailbar.

Nachdem Sie es sich an einem runden Tisch mit weicher Couch und edlen Ledersesseln gemütlich gemacht haben, werfen Sie einen Blick in die Karte, wo Sie zwischen einem reichhaltigen Angebot von bekannten und eigens kreierten Cocktails, antialkoholischen Getränken/Cocktails und Snacks wählen können. Als einer der Barkeeper kommt um Ihre Bestellung aufzunehmen, wirkt dieser freundlich, kompetent und steht beratend zur Seite. Während Ihre Cocktails gemixt werden, veranstalten die Kellner hinter der Bar eine kleine Jonglier- und Feuershow und beeindrucken mit ihrem Können. Nach gut fünf Minuten sind ihre Getränke fertig und ein Kellner bringt Sie an Ihren Tisch.

Die Cocktails schmecken frisch und enthalten genau die richtige Menge Alkohol. Zusätzlich sind sie mit diversen Zutaten dekoriert und werden in hohen, edlen Gläsern serviert. Eine kleine Schale mit Erdnüssen wird dazu gereicht. Sobald die Getränke geleert sind erkundigt sich der Barkeeper, ob er Ihnen noch etwas bringen darf. Als Sie verneinen und um die Rechnung bitten, ist diese nach kurzer Zeit an Ihrem Tisch. Nach Bezahlung wünscht der Kellner Ihnen noch einen schönen Abend und Sie verlassen die Nespresso Cocktailbar.

Scenario 4: Nespresso Cocktail bar – low satisfaction

Teil 2: Nespresso Cocktailbar

Im folgenden Teil wird Ihnen eine Situation in einem Cocktailbar der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios notieren Sie bitte auf einer 7-stufigen Skala (1 = *überhaupt nicht gut*, 7 = *sehr gut*) die von Ihnen wahrgenommene Dienstleistungsqualität.

Stellen Sie sich vor, Sie sind in einer Nespresso Cocktailbar umgeben von stilvollem Ambiente, edlen Polstermöbeln und modernem Design. Die Barkeeper tragen alle schwarze Abendkleidung, einheitliche schwarze Kellnerschürzen und haben winzige Schilder mit ihren Namen auf der Brust stehen. In der Bar sorgt gedämpftes Licht mit einzelnen Spots sowie ein schwarzer Flügel für gemütliche Atmosphäre und unterstreicht den edlen Charakter der Cocktailbar.

Nachdem Sie es sich an einem Tisch mit angenehmer Couch und edlen Ledersesseln gemütlich gemacht haben, werfen Sie einen Blick in die Karte. Sie können zwischen verschiedenen bekannten und eigens-kreierten Cocktails, antialkoholischen Getränken/Cocktails und Snacks wählen. Als einer der Barkeeper hinter der Theke hervorkommt um Ihre Bestellung aufzunehmen, wirkt dieser gestresst. Als Sie ihm bezüglich zwei Cocktails eine Frage stellen und um eine Empfehlung bitten, antwortet er unfreundlich. Die Bestellung kommt erst nach ca. 30 Minuten an Ihren Tisch. Die Cocktails sind mit diversen Früchten in edlen Gläsern dekoriert, allerdings sehen diese nicht mehr frisch aus. Nachdem Sie ausgetrunken haben, fragen Sie nach der Rechnung. Da Sie vergeblich auf den Kellner warten, beschließen Sie an den Tresen zu gehen um zu zahlen. Bei der Bezahlung merken Sie, dass der Kellner Ihnen zu viel verrechnet hat. Sie machen ihn darauf aufmerksam. Der Kellner rechnet nach, entdeckt seinen Fehler und nennt Ihnen die richtige Rechnungssumme, allerdings ohne Entschuldigung. Beim Verlassen der Nespresso Cocktailbar grüßen Sie freundlich, jedoch bleibt eine Antwort des Kellners aus.

Evaluation of customer's satisfaction level with the service performance/quality: (same for all four versions)

Wie stufen Sie die von Ihnen wahrgenommene Dienstleistungsqualität dieses Szenarios auf einer 7-stufigen Skala (1 = *überhaupt nicht gut*, 7 = *sehr gut*) ein?

① ② ③ ④ ⑤ ⑥ ⑦

Wie stufen Sie Ihre Zufriedenheit mit dem Nespresso Cocktailbar ein? (1 = *sehr unzufrieden*, 7 = *sehr zufrieden*)

① ② ③ ④ ⑤ ⑥ ⑦

Wie hoch wäre Ihre Bereitschaft nochmal die Nespresso Cocktailbar zu besuchen, auf einer Skala von 1 = *sehr niedrig bis* 7 = *sehr hoch*?

① ② ③ ④ ⑤ ⑥ ⑦

Results Pre-Test 2

High Fit Customer Satisfaction Scenarios

Question	Version	N	M	SD
Quality perception?	High fit/high quality	10	6.20	0.79
	High fit/low quality	10	6.20	0.63
Service quality perception?	High fit/high quality	10	6.70	0.48
	High fit/low quality	10	1.50	0.85
Service satisfaction?	High fit/high quality	10	6.90	0.32
	High fit/low quality	10	1.70	0.68
Would you use the service again?	High fit/high quality	10	6.60	0.52
	High fit/low quality	10	1.70	0.95

Low Fit Customer Satisfaction Scenarios

Question	Version	N	M	SD
Quality perception?	Low fit/high quality	10	6.20	0.63
	Low fit/low quality	10	6.20	0.79
Service quality perception?	Low fit/high quality	10	6.90	0.32
	Low fit/low quality	10	1.40	0.52
Service satisfaction?	Low fit/high quality	10	6.80	0.42
	Low fit/low quality	10	1.80	0.79
Would you use the service again?	Low fit/high quality	10	6.50	0.97
	Low fit/low quality	10	1.50	0.71

Final Questionnaire

Questionnaire 1

Version 1 – Nespresso coffee house (high fit) - satisfaction (high quality)



Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten. Sie werden nach Ihrer persönlichen Einschätzung gefragt.

Sie benötigen insgesamt ca. 15 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

NESPRESSO



TEIL 1: Fragen zur Marke Nespresso

1. Welches Produkt verbinden Sie mit der Marke Nespresso?

2. Wie gut sind Sie mit der Marke Nespresso vertraut? Bezüglich der Marke Nespresso bin ich...

nicht vertraut	①	②	③	④	⑤	⑥	⑦	vertraut
nicht erfahren	①	②	③	④	⑤	⑥	⑦	erfahren
nicht sachkundig	①	②	③	④	⑤	⑥	⑦	sachkundig
nicht informiert	①	②	③	④	⑤	⑥	⑦	informiert

3. Wie stufen Sie die Qualität der von Nespresso angebotenen Produkte ein? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

4. In wie weit treffen die folgenden Aussagen auf die Marke Nespresso zu?

	trifft überhaupt nicht zu				trifft voll und ganz zu			
Die Marke Nespresso ist qualitativ hochwertiger als andere Marken.	①	②	③	④	⑤	⑥	⑦	
Die Marke Nespresso hebt sich positiv von anderen Marken ab.	①	②	③	④	⑤	⑥	⑦	
Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	①	②	③	④	⑤	⑥	⑦	

5. Bitte stellen Sie Ihren persönlichen Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

innovativ	①	②	③	④	⑤	⑥	⑦	altmodisch
langweilig	①	②	③	④	⑤	⑥	⑦	unterhaltsam
stark	①	②	③	④	⑤	⑥	⑦	schwach
unsympathisch	①	②	③	④	⑤	⑥	⑦	sympathisch
prestigelos	①	②	③	④	⑤	⑥	⑦	prestigeträchtig
ehrlich	①	②	③	④	⑤	⑥	⑦	unehrlich
authentisch	①	②	③	④	⑤	⑥	⑦	unglaublich
unattraktiv	①	②	③	④	⑤	⑥	⑦	attraktiv
kompetent	①	②	③	④	⑤	⑥	⑦	inkompetent

6. Im Folgenden geht es darum, wie ein Design-Kaffeehaus zur Marke Nespresso passt:

In wie weit stimmen Sie folgenden Aussagen zu	stimme überhaupt nicht zu				stimme voll und ganz zu		
Ein Design-Kaffeehaus passt zum Image der Marke Nespresso.	①	②	③	④	⑤	⑥	⑦
Ein Design-Kaffeehaus passt zu den übrigen Produkten, die von der Marke Nespresso angeboten werden.	①	②	③	④	⑤	⑥	⑦
Es scheint logisch, dass die Marke Nespresso ein Design-Kaffeehaus eröffnet.	①	②	③	④	⑤	⑥	⑦
Das Angebot eines Design-Kaffeehauses eignet sich gut für die Marke Nespresso.	①	②	③	④	⑤	⑥	⑦
Das Gesamtbild, das ich von Nespresso habe, passt zu einem Design-Kaffeehaus.	①	②	③	④	⑤	⑥	⑦

7. In wie weit stimmen Sie folgenden Aussagen zu?

Wenn die Marke Nespresso ein Design-Kaffeehaus eröffnen würde...	stimme überhaupt nicht zu				stimme voll und ganz zu		
... wird dieses überdurchschnittliche Qualität haben.	①	②	③	④	⑤	⑥	⑦
... wird die Qualität besser sein, als die Qualität von Kaffeehäusern der meisten anderen Anbieter.	①	②	③	④	⑤	⑥	⑦
... wird die Qualität sehr gut sein.	①	②	③	④	⑤	⑥	⑦

TEIL 2: Fragen zu Markenerweiterungen – Nespresso Design-Kaffeehaus

Im folgenden Teil wird Ihnen eine Situation in einem Design-Kaffeehaus der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios beantworten Sie bitte Fragen und bewerten dieses Szenario.

Stellen Sie sich vor, Sie befinden sich in einem Nespresso Design-Kaffeehaus, das stilvoll mit dunklen Ledermöbeln und Parkettboden eingerichtet ist. Die Atmosphäre ist gemütlich und das Design hochwertig sowie modern zugleich. Die Kellner sind mit schwarzer Anzughose, weißem Hemd und moderner, dünner Krawatte gekleidet.

Nachdem Sie es sich in einer der Ledergarnituren gemütlich gemacht haben, werfen Sie einen Blick in die edle Karte. Sie können zwischen verschiedenen Nespresso Kaffeesorten, Tees, kalten Getränken, kleinen Snacks und Desserts wählen. Als der Kellner kommt um Ihre Bestellung aufzunehmen, wirkt dieser freundlich, kompetent und steht beratend zur Seite. Er informiert Sie über Kaffeeneuheiten und die heutige Tagesempfehlung.

Die Bestellung kommt nach nur wenigen Minuten an Ihren Tisch. Der Kaffee schmeckt frisch gebrüht und ist noch heiß. Zusätzlich wird er in einer schönen Nespresso Design-Tasse mit einem Keks und einem großen Glas Leitungswasser serviert. Sobald die Getränke geleert sind erkundigt sich der Kellner, ob er Ihnen noch etwas bringen darf. Als Sie verneinen und um die Rechnung bitten, ist diese ebenfalls auffallend rasch bei Ihnen am Tisch. Nach Bezahlung wünscht Ihnen der Kellner einen schönen Tag und Sie verlassen das Nespresso Design-Kaffeehaus.

BITTE NICHT MEHR ZURÜCK BLÄTTERN

8. Wie realitätsnah ist das folgende Szenario aus Ihrer Sicht?	stimme überhaupt nicht zu	stimme voll und ganz zu
Die beschriebene Situation konnte ich mir leicht vorstellen.	① ② ③ ④ ⑤ ⑥ ⑦	
Ich konnte mich gut in das Szenario im Design-Kaffeehaus hineinversetzen.	① ② ③ ④ ⑤ ⑥ ⑦	

9. In wie weit stimmen Sie nun folgenden Aussagen zu?

Das Design-Kaffeehaus der Marke Nespresso...	stimme überhaupt nicht zu	stimme voll und ganz zu
... hat überdurchschnittliche Qualität.	① ② ③ ④ ⑤ ⑥ ⑦	
... hat eine höhere Qualität, als Kaffeehäuser der meisten anderen Anbieter.	① ② ③ ④ ⑤ ⑥ ⑦	
... hat eine sehr hohe Qualität.	① ② ③ ④ ⑤ ⑥ ⑦	

10. Wie zufrieden wären Sie mit dem Kaffeehaus-Besuch?	stimme überhaupt nicht zu	stimme voll und ganz zu
Alles in allem, wäre ich mit dem Nespresso Design-Kaffeehaus sehr zufrieden.	① ② ③ ④ ⑤ ⑥ ⑦	
Das Design-Kaffeehaus würde meinen Erwartungen entsprechen.	① ② ③ ④ ⑤ ⑥ ⑦	
Das präsentierte Szenario schildert einen idealen Kaffeehaus-Besuch.	① ② ③ ④ ⑤ ⑥ ⑦	

11. Wie stufen Sie nun die Qualität der Marke Nespresso ein? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

12. In wie weit treffen nun die folgenden Aussagen auf die Marke Nespresso zu?	trifft überhaupt nicht zu	trifft voll und ganz zu
Die Marke Nespresso ist qualitativ hochwertiger als andere Marken.	① ② ③ ④ ⑤ ⑥ ⑦	
Die Marke Nespresso hebt sich positiv von anderen Marken ab.	① ② ③ ④ ⑤ ⑥ ⑦	
Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	① ② ③ ④ ⑤ ⑥ ⑦	

13. Bitte stellen Sie nochmals Ihren Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

innovativ	① ② ③ ④ ⑤ ⑥ ⑦	altmodisch
langweilig	① ② ③ ④ ⑤ ⑥ ⑦	unterhaltsam
stark	① ② ③ ④ ⑤ ⑥ ⑦	schwach
unsympathisch	① ② ③ ④ ⑤ ⑥ ⑦	sympathisch
prestigelos	① ② ③ ④ ⑤ ⑥ ⑦	prestigeträchtig
ehrlich	① ② ③ ④ ⑤ ⑥ ⑦	unehrlich
authentisch	① ② ③ ④ ⑤ ⑥ ⑦	unglaublich
unattraktiv	① ② ③ ④ ⑤ ⑥ ⑦	attraktiv
kompetent	① ② ③ ④ ⑤ ⑥ ⑦	inkompetent

14. Hat sich Ihr Bild der Marke Nespresso nach der Dienstleistungs-Erfahrung geändert?

☐ Ja ☐ Nein

15. Wenn ja, wie hat sich Ihre Einstellung zu Nespresso verändert? (1 = stark negativ verändert, 7 = stark positiv verändert)

① ② ③ ④ ⑤ ⑥ ⑦

16. Abschließende persönliche Angaben (werden ausschließlich für statistische Zwecke verwendet)

Höchste abgeschlossene Schulbildung <input type="radio"/> Pflichtschule <input type="radio"/> Lehre/Fachschule <input type="radio"/> Matura <input type="radio"/> Universität/FH <input type="radio"/> Sonstiges:	Beruf <input type="radio"/> Student/Schüler <input type="radio"/> erwerbstätig <input type="radio"/> arbeitslos <input type="radio"/> in Pension <input type="radio"/> Sonstiges:	Nettoeinkommen pro Monat <input type="radio"/> Weniger als 650 EUR <input type="radio"/> 650 – 1.550 EUR <input type="radio"/> 1.551 – 2.500 EUR <input type="radio"/> mehr als 2.500 EUR
Staatsbürgerschaft <input type="radio"/> Österreich <input type="radio"/> Andere: _____	Geschlecht <input type="radio"/> weiblich <input type="radio"/> männlich Alter: _____ Jahre	Wohnsitz <input type="radio"/> Stadt <input type="radio"/> Ländlicher Raum

Questionnaire 2

Version 2 - Nespresso coffee house (high fit) - dissatisfaction (low quality)

For questionnaire 2 only the scenario 2 is presented as the rest of the questionnaire is identical to the one presented above.

TEIL 2: Fragen zu Markenerweiterungen – Nespresso Design-Kaffeehaus

Im folgenden Teil wird Ihnen eine Situation in einem Design-Kaffeehaus der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios beantworten Sie bitte Fragen und bewerten dieses Szenario.

Stellen Sie sich vor, Sie befinden sich in einem Nespresso Design-Kaffeehaus, das stilvoll mit dunklen Ledermöbeln und Parkettboden eingerichtet ist. Die Atmosphäre ist gemütlich und das Design hochwertig sowie modern zugleich. Die Kellner sind mit schwarzer Anzughose, weißem Hemd und moderner, dünner Krawatte gekleidet.

Nachdem Sie es sich in einer der Ledergarnituren gemütlich gemacht haben, werfen Sie einen Blick in die Karte. Sie können zwischen verschiedenen Nespresso Kaffeesorten, Tees, kalten Getränken, Snacks und Desserts wählen. Als der Kellner kommt um Ihre Bestellung aufzunehmen, wirkt dieser gestresst. Als Sie ihm bezüglich zwei Kaffeesorten eine Frage stellen und ihn um eine Empfehlung bitten, antwortet er unfreundlich.

Die Bestellung kommt erst nach ca. 30 Minuten an Ihren Tisch. Leitungswasser bringt der Kellner allerdings erst, als Sie den Kaffee bereits getrunken haben. Sie fragen nach der Rechnung. Nachdem diese sehr lange nicht kommt, gehen Sie an den Tresen um zu zahlen. Bei der Bezahlung merken Sie, dass der Kellner Ihnen zu viel verrechnet hat. Sie machen ihn darauf aufmerksam. Der Kellner rechnet nach, und nennt Ihnen die richtige Rechnungssumme, allerdings ohne Entschuldigung. Beim Verlassen des Nespresso Design-Kaffeehauses grüßen Sie freundlich, jedoch bleibt eine Antwort des Kellners aus.

Questionnaire 3

Version 3 – cocktail bar (low fit) - satisfaction (high quality)



Die vorliegende Umfrage findet im Rahmen eines Forschungsprojektes der Universität Wien statt. Diese Studie dient ausschließlich akademischen Zwecken und wird nicht für geschäftliche Interessen an Firmen weitergegeben.

Bei dieser Befragung handelt es sich um ein Forschungsprojekt über Markendehnung und die rückwirkenden Effekte auf die Muttermarke. In der Befragung gibt es keine richtigen oder falschen Antworten. Sie werden nach Ihrer persönlichen Einschätzung gefragt.

Sie benötigen insgesamt ca. 15 Minuten für die Beantwortung.

Vielen Dank für Ihre Teilnahme und Ihre Zeit!

NESPRESSO



TEIL 1: Fragen zur Marke Nespresso

1. Welches Produkt verbinden Sie mit der Marke Nespresso?

2. Wie gut sind Sie mit der Marke Nespresso vertraut? Bezüglich der Marke Nespresso bin ich...

nicht vertraut	①	②	③	④	⑤	⑥	⑦	vertraut
nicht erfahren	①	②	③	④	⑤	⑥	⑦	erfahren
nicht sachkundig	①	②	③	④	⑤	⑥	⑦	sachkundig
nicht informiert	①	②	③	④	⑤	⑥	⑦	informiert

3. Wie stufen Sie die Qualität der von Nespresso angebotenen Produkte ein? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

4. In wie weit treffen die folgenden Aussagen auf die Marke Nespresso zu?	trifft überhaupt nicht zu							trifft voll und ganz zu						
Die Marke Nespresso ist qualitativ hochwertiger als andere Marken.	①	②	③	④	⑤	⑥	⑦	①	②	③	④	⑤	⑥	⑦
Die Marke Nespresso hebt sich positiv von anderen Marken ab.	①	②	③	④	⑤	⑥	⑦	①	②	③	④	⑤	⑥	⑦
Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	①	②	③	④	⑤	⑥	⑦	①	②	③	④	⑤	⑥	⑦

5. Bitte stellen Sie Ihren persönlichen Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

innovativ	①	②	③	④	⑤	⑥	⑦	altmodisch
langweilig	①	②	③	④	⑤	⑥	⑦	unterhaltsam
stark	①	②	③	④	⑤	⑥	⑦	schwach
unsympathisch	①	②	③	④	⑤	⑥	⑦	sympathisch
prestigelos	①	②	③	④	⑤	⑥	⑦	prestigeträchtig
ehrlich	①	②	③	④	⑤	⑥	⑦	unehrlich
authentisch	①	②	③	④	⑤	⑥	⑦	unglaublich
unattraktiv	①	②	③	④	⑤	⑥	⑦	attraktiv
kompetent	①	②	③	④	⑤	⑥	⑦	inkompetent

6. Im Folgenden geht es darum, wie eine Cocktailbar zur Marke Nespresso passt:

In wie weit stimmen Sie folgenden Aussagen zu	stimme überhaupt nicht zu				stimme voll und ganz zu		
Eine Cocktailbar passt zum Image der Marke Nespresso.	①	②	③	④	⑤	⑥	⑦
Eine Cocktailbar passt zu den übrigen Produkten, die von der Marke Nespresso angeboten werden.	①	②	③	④	⑤	⑥	⑦
Es scheint logisch, dass die Marke Nespresso eine Cocktailbar eröffnet.	①	②	③	④	⑤	⑥	⑦
Das Angebot einer Cocktailbar eignet sich gut für die Marke Nespresso.	①	②	③	④	⑤	⑥	⑦
Das Gesamtbild, das ich von Nespresso habe, passt zu einer Cocktailbar.	①	②	③	④	⑤	⑥	⑦

7. In wie weit stimmen Sie folgenden Aussagen zu?

Wenn die Marke Nespresso eine Cocktailbar eröffnen würde...	stimme überhaupt nicht zu				stimme voll und ganz zu		
... wird diese überdurchschnittliche Qualität haben.	①	②	③	④	⑤	⑥	⑦
... wird die Qualität besser sein, als die Qualität von Cocktailbars der meisten anderen Anbieter.	①	②	③	④	⑤	⑥	⑦
... wird die Qualität sehr gut sein.	①	②	③	④	⑤	⑥	⑦

TEIL 2: Fragen zu Markenerweiterungen – Nespresso Cocktailbar

Im folgenden Teil wird Ihnen eine Situation in einer Cocktailbar der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios beantworten Sie bitte Fragen und bewerten dieses Szenario.

Stellen Sie sich vor, Sie sind in einer Nespresso Cocktailbar umgeben von stilvollem Ambiente, edlen Polstermöbeln und modernem Design. Die Barkeeper tragen alle schwarze Abendkleidung, einheitlich schwarze Kellnerschürzen und haben winzige Schilder mit ihren Namen auf der Brust stehen. In der Bar sorgt gedämpftes Licht mit einzelnen Spots sowie ein schwarzer Flügel für gemütliche Atmosphäre und unterstreicht den edlen Charakter der Cocktailbar.

Nachdem Sie es sich an einem runden Tisch mit weicher Couch und edlen Ledersesseln gemütlich gemacht haben, werfen Sie einen Blick in die Karte, wo Sie zwischen einem reichhaltigen Angebot von bekannten und eigens kreierten Cocktails, antialkoholischen Getränken/Cocktails und Snacks wählen können. Als einer der Barkeeper kommt um Ihre Bestellung aufzunehmen, wirkt dieser freundlich, kompetent und steht beratend zur Seite. Während Ihre Cocktails gemixt werden, veranstalten die Kellner hinter der Bar eine kleine Jonglier- und Feuershow und beeindrucken mit ihrem Können. Nach gut fünf Minuten sind ihre Getränke fertig und ein Kellner bringt Sie an Ihren Tisch.

Die Cocktails schmecken frisch und enthalten genau die richtige Menge Alkohol. Zusätzlich sind sie mit diversen Zutaten dekoriert und werden in hohen, edlen Gläsern serviert. Eine kleine Schale mit Erdnüssen wird dazu gereicht. Sobald die Getränke geleert sind erkundigt sich der Barkeeper, ob er Ihnen noch etwas bringen darf. Als Sie verneinen und um die Rechnung bitten, ist diese nach kurzer Zeit an Ihrem Tisch. Nach Bezahlung wünscht der Kellner Ihnen noch einen schönen Abend und Sie verlassen die Nespresso Cocktailbar.

BITTE NICHT MEHR ZURÜCK BLÄTTERN

8. Wie realitätsnah ist das folgende Szenario aus Ihrer Sicht?	stimme überhaupt nicht zu	stimme voll und ganz zu
Die beschriebene Situation konnte ich mir leicht vorstellen.	① ② ③ ④ ⑤ ⑥ ⑦	
Ich konnte mich gut in das Szenario in einer Cocktailbar hineinversetzen.	① ② ③ ④ ⑤ ⑥ ⑦	

9. In wie weit stimmen Sie nun folgenden Aussagen zu?

Die Cocktailbar der Marke Nespresso...	stimme überhaupt nicht zu	stimme voll und ganz zu
... hat überdurchschnittliche Qualität.	① ② ③ ④ ⑤ ⑥ ⑦	
... hat eine höhere Qualität, als Cocktailbars der meisten anderen Anbieter.	① ② ③ ④ ⑤ ⑥ ⑦	
... hat eine sehr hohe Qualität.	① ② ③ ④ ⑤ ⑥ ⑦	

10. Wie zufrieden wären Sie mit dem Besuch der Cocktailbar?	stimme überhaupt nicht zu	stimme voll und ganz zu
Alles in allem, wäre ich mit dem Besuch der Nespresso Cocktailbar sehr zufrieden	① ② ③ ④ ⑤ ⑥ ⑦	
Die Cocktailbar würde meinen Erwartungen entsprechen.	① ② ③ ④ ⑤ ⑥ ⑦	
Das präsentierte Szenario schildert einen idealen Cocktailbar-Besuch.	① ② ③ ④ ⑤ ⑥ ⑦	

11. Wie stufen Sie nun die Qualität der Marke Nespresso ein? (1 = überhaupt nicht gut, 7 = sehr gut)

① ② ③ ④ ⑤ ⑥ ⑦

12. In wie weit treffen nun die folgenden Aussagen auf die Marke Nespresso zu?	trifft überhaupt nicht zu	trifft voll und ganz zu
Die Marke Nespresso ist qualitativ hochwertiger als andere Marken.	① ② ③ ④ ⑤ ⑥ ⑦	
Die Marke Nespresso hebt sich positiv von anderen Marken ab.	① ② ③ ④ ⑤ ⑥ ⑦	
Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	① ② ③ ④ ⑤ ⑥ ⑦	

13. Bitte stellen Sie nochmals Ihren Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

innovativ	① ② ③ ④ ⑤ ⑥ ⑦	altmodisch
langweilig	① ② ③ ④ ⑤ ⑥ ⑦	unterhaltsam
stark	① ② ③ ④ ⑤ ⑥ ⑦	schwach
unsympathisch	① ② ③ ④ ⑤ ⑥ ⑦	sympathisch
prestigelos	① ② ③ ④ ⑤ ⑥ ⑦	prestigeträchtig
ehrlich	① ② ③ ④ ⑤ ⑥ ⑦	unehrlich
authentisch	① ② ③ ④ ⑤ ⑥ ⑦	unglaublich
unattraktiv	① ② ③ ④ ⑤ ⑥ ⑦	attraktiv
kompetent	① ② ③ ④ ⑤ ⑥ ⑦	inkompetent

14. Hat sich Ihr Bild der Marke Nespresso nach der Dienstleistungs-Erfahrung geändert?

☐ Ja ☐ Nein

15. Wenn ja, wie hat sich Ihre Einstellung zu Nespresso verändert? (1 = stark negativ verändert, 7 = stark positiv verändert)

① ② ③ ④ ⑤ ⑥ ⑦

16. Abschließende persönliche Angaben (werden ausschließlich für statistische Zwecke verwendet)

Höchste abgeschlossene Schulbildung <input type="radio"/> Pflichtschule <input type="radio"/> Lehre/Fachschule <input type="radio"/> Matura <input type="radio"/> Universität/FH <input type="radio"/> Sonstiges:	Beruf <input type="radio"/> Student/Schüler <input type="radio"/> erwerbstätig <input type="radio"/> arbeitslos <input type="radio"/> in Pension <input type="radio"/> Sonstiges:	Nettoeinkommen pro Monat <input type="radio"/> Weniger als 650 EUR <input type="radio"/> 650 – 1.550 EUR <input type="radio"/> 1.551 – 2.500 EUR <input type="radio"/> mehr als 2.500 EUR
Staatsbürgerschaft <input type="radio"/> Österreich <input type="radio"/> Andere:	Geschlecht <input type="radio"/> weiblich <input type="radio"/> männlich Alter: Jahre	Wohnsitz <input type="radio"/> Stadt <input type="radio"/> Ländlicher Raum

Questionnaire 4

Version 4 - Nespresso cocktail bar (low fit) - dissatisfaction (low quality)

For questionnaire 4 only the scenario 4 is presented, as the rest of the questionnaire is identical to the one presented above.

TEIL 2: Fragen zu Markenerweiterungen – Nespresso Cocktailbar

Im folgenden Teil wird Ihnen eine Situation in einer Cocktailbar der Marke Nespresso vorgestellt. Lesen Sie sich das Szenario aufmerksam durch und versuchen Sie sich in die Situation hineinzuversetzen. Nach dem Durchlesen des Szenarios beantworten Sie bitte Fragen und bewerten dieses Szenario.

Stellen Sie sich vor, Sie sind in einer Nespresso Cocktailbar umgeben von stilvollem Ambiente, edlen Polstermöbeln und modernem Design. Die Barkeeper tragen alle schwarze Abendkleidung, einheitliche schwarze Kellnerschürzen und haben winzige Schilder mit ihren Namen auf der Brust stehen. In der Bar sorgt gedämpftes Licht mit einzelnen Spots sowie ein schwarzer Flügel für gemütliche Atmosphäre und unterstreicht den edlen Charakter der Cocktailbar.

Nachdem Sie es sich an einem Tisch mit angenehmer Couch und edlen Ledersesseln gemütlich gemacht haben, werfen Sie einen Blick in die Karte. Sie können zwischen verschiedenen bekannten und eigens-kreierten Cocktails, antialkoholischen Getränken/Cocktails und Snacks wählen. Als einer der Barkeeper hinter der Theke hervorkommt um Ihre Bestellung aufzunehmen, wirkt dieser gestresst. Als Sie ihm bezüglich zwei Cocktails eine Frage stellen und um eine Empfehlung bitten, antwortet er unfreundlich.

Die Bestellung kommt erst nach ca. 30 Minuten an Ihren Tisch. Die Cocktails sind mit diversen Früchten in edlen Gläsern dekoriert, allerdings sehen diese nicht mehr frisch aus. Nachdem Sie ausgetrunken haben, fragen Sie nach der Rechnung. Da Sie vergeblich auf den Kellner warten, beschließen Sie an den Tresen zu gehen um zu zahlen. Bei der Bezahlung merken Sie, dass der Kellner Ihnen zu viel verrechnet hat. Sie machen ihn darauf aufmerksam. Der Kellner rechnet nach, entdeckt seinen Fehler und nennt Ihnen die richtige Rechnungssumme, allerdings ohne Entschuldigung. Beim Verlassen der Nespresso Cocktailbar grüßen Sie freundlich, jedoch bleibt eine Antwort des Kellners aus.

Validity Checks

Scenario 1: Nespresso coffee house – high satisfaction

Validity Variables	Mean	Standard deviation
8.1 It was very easy for me to imagine the prescribed situation.	5.37	1.497
8.2 I was able to put myself into the scenario easily	5.70	1.088

Scenario 2: Nespresso coffee house – low satisfaction

Validity Variables	Mean	Standard deviation
8.1 It was very easy for me to imagine the prescribed situation.	5.03	1.884
8.2 I was able to put myself into the scenario easily	5.67	1.539

Scenario 3: Nespresso cocktail bar – high satisfaction

Validity Variables	Mean	Standard deviation
8.1 It was very easy for me to imagine the prescribed situation.	5.63	1.564
8.2 I was able to put myself into the scenario easily	6.10	1.094

Scenario 4: Nespresso cocktail bar – low satisfaction

Validity Variables	Mean	Standard deviation
8.1 It was very easy for me to imagine the prescribed situation.	4.67	2.090
8.2 I was able to put myself into the scenario easily	5.30	1.725

Coding of Questionnaire

Coding of Questionnaire and Scales to be Used in the Analysis

version	Scenario used in questionnaire	1 = high fit, positive 2 = high fit, negative 3 = low fit, positive 4 = low fit, negative
---------	--------------------------------	--

PART 1:

product	Welches Produkt verbinden Sie mit der Marke Nespresso?	open question
---------	--	---------------

➔ Used as a screening question

Familiarity: Diamantopoulos et al. (2005)

Wie gut sind Sie mit der Marke Nespresso vertraut? Bezüglich der Marke Nespresso bin ich...

fam_1 – fam_4	vertraut / erfahren / sachkundig / informiert	answer options 1 – 7 1 = nicht vertraut 7 = vertraut
---------------	---	--

➔ Used as a screening question

q_total_before	Wie stufen Sie die Qualität der von Nespresso angebotenen Produkte ein?	answer options 1 – 7 1 = überhaupt nicht gut 7 = sehr gut
----------------	---	---

➔ Used to analyze H1, H2 and H3

Quality: Völckner and Sattler (2006) and Yoo, Donthu and Lee (2000)

In wie weit treffen die folgenden Aussagen auf die Marke Nespresso zu?

q_before_1	Die Marke Nespresso ist qualitative hochwertiger als andere Marken	answer options 1 – 7 1 = trifft überhaupt nicht zu 7 = trifft voll und ganz gut
q_before_2	Die Marke Nespresso hebt sich positive von anderen Marken ab	answer options 1 – 7
q_before_3	Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	answer options 1 – 7

➔ Used to analyze H1, H2, H3 and is used in the additional analysis as the initial brand image

Brand Personality: Mahnik & Meyerhofer, 2006

Bitten stellen Sie Ihren persönlichen Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

brand_pers_before_1 - 9	Innovativ / langweilig / stark / unsympathisch / prestigelos / ehrlich / authentisch / unattraktiv / kompetent	answer options 1 – 7 1 = innovativ, 7 = altmodisch
-------------------------	---	---

➔ Not used in analysis

Fit: Taylor and Beardon (2002) and Völckner and Sattler (2006)

Im Folgenden geht es darum, wie ein Design-Kaffeehaus zur Marke Nespresso passt: In wie weit stimmen Sie folgenden Aussagen zu?

fit_1	Ein Design-Kaffeehaus passt zum Image der Marke Nespresso.	answer options 1 – 7 1 = stimme überhaupt nicht zu 7 = stimme voll und ganz gut
fit_2	Ein Design-Kaffeehaus passt zu den übrigen Produkten, die von der Marke Nespresso angeboten werden.	answer options 1 – 7
fit_3	Es scheint logisch, dass die Marke Nespresso ein Design-Kaffeehaus eröffnet.	answer options 1 – 7
fit_4	Das Angebot eines Design-Kaffeehauses eignet sich gut für die Marke Nespresso.	answer options 1 – 7
fit_5	Das Gesamtbild, das ich von der Marke Nespresso habe, passt zu einem Design-Kaffeehaus.	answer options 1 – 7

➔ Used for manipulation checks

Extension Evaluation: Taylor and Bearden (2002)

In wie weit stimmen Sie folgenden Aussagen zu? Wenn die Marke Nespresso ein Design-Kaffeehaus eröffnen würde...

ext_eval_before_1	... wird dieses überdurchschnittliche Qualität haben.	answer options 1 – 7 1 = stimme überhaupt nicht zu 7 = stimme voll und ganz gut
ext_eval_before_2	... wird die Qualität besser sein, als die Qualität von Kaffeehäusern der meisten anderen Anbieter.	answer options 1 – 7
ext_eval_before_3	... wird die Qualität sehr gut sein.	answer options 1 – 7

➔ Used in the additional analysis for the image

PART 2:

Realistic: Bilstein, Hogreve, Sichtmann and Fahr (2012)

Wie realitätsnah ist das beschriebene Szenario aus Ihrer Sicht?

realistic_1	Ich konnte mir die beschriebene Situation im Testbericht leicht vorstellen.	answer options 1 – 7 1 = stimme überhaupt nicht zu 7 = stimme voll und ganz gut
realistic_2	Ich konnte mich gut in das Szenario im Design-Kaffeehaus hineinversetzen.	answer options 1 – 7

➔ Used to check the validity of the questionnaire

Extension Evaluation: Taylor and Bearden (2002)

In wie weit stimmen Sie folgenden Aussagen zu? Das Design-Kaffeehaus der Marke Nespresso...

ext_eval_after_1	... hat überdurchschnittliche Qualität.	answer options 1 – 7 1 = stimme überhaupt nicht zu 7 = stimme voll und ganz gut
ext_eval_after_2	... hat eine höhere Qualität, als Kaffeehäuser der meisten anderen Anbieter.	answer options 1 – 7
ext_eval_after_3	... hat eine sehr hohe Qualität.	answer options 1 – 7

➔ Used in the additional analysis for fit and quality

Satisfaction: Homburg, Koschate & Hoyer (2005)

Wie zufrieden wären Sie mit dem Kaffeehaus-Besuch?

satisfaction_1	Alles in allem, wäre ich mit dem Nespresso Design-Kaffeehaus sehr zufrieden.	answer options 1 – 7 1 = stimme überhaupt nicht zu 7 = stimme voll und ganz gut
satisfaction_2	Das Design-Kaffeehaus würde meinen Erwartungen entsprechen.	answer options 1 – 7
satisfaction_3	Das präsentierte Szenario schildert einen idealen Kaffeehaus-Besuch.	answer options 1 – 7

➔ Used for manipulation checks

q_total_after	Wie stufen Sie nun die Qualität der Marke Nespresso ein?	answer options 1 – 7 1 = überhaupt nicht gut 7 = sehr gut
---------------	--	---

➔ Used to analyze H1, H2 and H3

Quality: Völckner and Sattler (2006) and Yoo, Donthu and Lee (2000)

In wie weit treffen nun die folgenden Aussagen auf die Marke Nespresso zu?

q_after_1	Die Marke Nespresso ist qualitative hochwertiger als andere Marken	answer options 1 – 7 1 = trifft überhaupt nicht zu 7 = trifft voll und ganz gut
q_after_2	Die Marke Nespresso hebt sich positiv von anderen Marken ab	answer options 1 – 7
q_after_3	Ich schätze die Qualität der Marke Nespresso extrem hoch ein.	answer options 1 – 7

→ Used to analyze H1, H2 and H3

Brand Personality: Mahnik & Meyerhofer, 2006

Bitten stellen Sie nochmals Ihren persönlichen Eindruck der Marke Nespresso auf der jeweils angegebenen Skala dar:

brand_pers_after_1 - 9	Innovativ / langweilig / stark / unsympathisch / prestigelos / ehrlich / authentisch / unattraktiv / kompetent	answer options 1 – 7 1 = innovativ, 7 = altmodisch
------------------------	--	---

→ Not used in analysis

perception	Hat sich Ihr Bild der Marke Nespresso nach der Dienstleistungs-Erfahrung geändert?	1 = ja 2 = nein
------------	--	--------------------

→ Used to analyze H1a&b

perception_yes	Wenn ja, wie hat sich Ihre Einstellung zu Nespresso verändert?	answer options 1 – 7 1 = stark negative verändert 7 = stark positive verändert
----------------	--	--

→ Used to analyze H1a&b

Abschließende persönliche Angaben

education	Höchste abgeschlossene Schulbildung	1 = Pflichtschule 2 = Lehre/Fachschule 3 = Matura 4 = Universität/FH 5 = Sonstiges
education_other	Höchste abgeschlossene Schulbildung - sonstiges	open question

profession	Beruf	1 = Student/Schüler 2 = erwerbstätig 3 = arbeitslos 4 = in Pension 5 = Sonstiges
profession_other	Beruf - sonstiges	open question

income	Nettoeinkommen pro Monat	1 = weniger als 650 EUR 2 = 650 – 1.550 EUR 3 = 1.551 – 2.500 EUR 4 = mehr als 2.500 EUR
--------	--------------------------	---

nationality	Staatsbürgerschaft	1 = Österreich 2 = Andere
nationality_other	Staatsbürgerschaft – andere	open question

sex	Geschlecht	1 = weiblich 2 = männlich
-----	------------	------------------------------

age	Alter: ____ Jahre	open question
-----	-------------------	---------------

residence	Wohnsitz	1 = Stadt 2 = Ländlicher Raum
-----------	----------	----------------------------------

Deutsche Zusammenfassung

Die vorliegende Masterarbeit beschäftigt sich mit den Auswirkungen von Markenerweiterungen auf das Markenimage und wie sich das Markenimage als Konsequenz von solchen Entscheidungen verändert. Hierfür wurden vier verschiedene Dienstleistungsszenarien entwickelt, die von der bekannten Produktmarke Nespresso fiktiv angeboten werden. Diese vier Dienstleistungsszenarien stellen zwei unterschiedliche Stufen der Kundenzufriedenheit und zwei diverse Stufen von ‚Fit‘ dar. Unter ‚Fit‘ ist die Ähnlichkeit der Dienstleistung im Vergleich zur Ursprungsmarke zu verstehen. Das Besondere an dieser Arbeit ist, dass der Faktor ‚Dienstleistungsqualität‘ zum ersten Mal in die Evaluierung von Markenerweiterungen integriert wird, genauso, wie dessen Auswirkungen auf das Markenimage. Daher können die Ergebnisse der vorliegenden Masterarbeit als einzigartig und noch nie dagewesene Erkenntnis im Rahmen der Forschung für Markendehnungen und für die Veränderung des Markenimages gesehen werden. Die Auswertungen der empirischen Studie belegen, dass der Grad an Dienstleistungsqualität einen signifikanten Einfluss auf die Entstehung von Markenimage-Veränderungen hat. Es kann bewiesen werden, dass hohe Dienstleistungsqualität zur Kundenzufriedenheit führt und sich hieraus positive Einflüsse auf das Image einer Marke entwickeln. Auf der anderen Seite führt niedrige Dienstleistungsqualität zur Kundenunzufriedenheit und zu einer Verschlechterung des Markenimages. Daher können Dienstleistungsqualität und Kundenzufriedenheit als die wichtigsten Faktoren für die Bewertung von Markenerweiterungen und der daraus resultierenden Veränderung des Markenimages betrachtet werden. Außerdem kommt man in der vorliegenden Arbeit zu der Erkenntnis, dass negative Erfahrungen in Bezug auf Markenerweiterungen eine weitaus stärkere Veränderung des Markenimages nach sich ziehen als Positive. Aber die Stärke der Veränderung ist auch abhängig vom Faktor ‚Fit‘. Die Ergebnisse zeigen, dass je ähnlicher die Markenerweiterung der Muttermarke ist, umso stärker ist die positive Veränderung des Markenimages bei einer hohen Dienstleistungsqualität. Während je unähnlicher die Markenerweiterung zur Ursprungsmarke ist, umso stärker ist die negative Veränderung des Images bei niedriger Dienstleistungsqualität.

CURRICULUM VITAE



Agnes-Amelie Wanke-Jellinek, BSc

Curriculum Vitae

Hochschul- und Berufsausbildung

Zeitraum: **seit September 2010**
Ort: BWZ, Hauptuni Wien
Art: Masterstudium Internationale Betriebswirtschaftslehre
Spezialisierung: International Marketing und International Management

Zeitraum: **September 2006 bis Juni 2010**
Ort: Wirtschaftsuniversität Wien
Art: Bachelorstudium Internationale Betriebswirtschaftslehre
Spezialisierung: Marketing und Außenhandel

Zeitraum: **September 2009 bis Februar 2010**
Ort: Université de Paris Dauphine, Paris
Art: Auslandsaufenthalt

Schulausbildung

Zeitraum: **September 1998 bis Juni 2006**
Ort: Bundesgymnasium Babenbergerring, Wiener Neustadt
Abschluss: Matura
Art: Neusprachliches Gymnasium mit Französisch, Italienisch
und Latein

Berufserfahrung

07/2013 – bis dato **L'ORÉAL Österreich GmbH, 1120 Wien**
Junior Product Manager in der Division Produits Grand Public

04/2012-12/2012 **L'ORÉAL Österreich GmbH, 1120 Wien**
geringfügige Angestellte in der Division Cosmétique Active

03/2008- 05/2012 **Werbeagentur „Kotschever“, 2700 Wiener Neustadt**
geringfügige Angestellte

11/2006-07/2007 **„Public Health“ PR-Projektgesellschaft mbH, 1100 Wien**
geringfügige Angestellte

Praktika

12/2012-06/2013	L'ORÉAL Österreich GmbH, 1120 Wien Praktikum im Marketing bei Roger&Gallet in der Division Cosmétique Active
08/2010-09/2010	Ersten Group, 1010 Wien Praktikantin in der Abteilung Group Marketing
08/2009-09/2009	Werbeagentur „Kotschever“, 2700 Wiener Neustadt
08/2008-09/2008	Werbeagentur „Kotschever“, 2700 Wiener Neustadt
06/2006-07/2006	Ordination Dr. Wanke, 7202 Bad Sauerbrunn Ordinationsgehilfin
07/2005-08/2005	Ordination Dr. Wanke , 7202 Bad Sauerbrunn Ordinationsgehilfin

Wien, am 06.10.2013

