

**NOTES AND COMMENTARIES**

presents preliminary research, review of literature and comments on published papers or on any relevant subject

# Consumer Evaluation of Brand Extensions: Good to Service and Service to Good

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Brand extension refers to the use of established brand names for introducing new offerings (Loken & John, 1993). Brand extension, as a marketing strategy, reduces marketing expenditure and risk of new product failure (Aaker & Keller, 1990; Tauber, 1988). Past research on consumer evaluation of brand extensions is focused on explaining consumers' attitude towards brand extensions and consumers' revision of attitude towards parent brands (see also Czellar, 2003 and Grime, Diamantapoulos, & Smith, 2002 for a similar observation). The boundary of theory development and testing, however, has scarcely been extended beyond brand extensions from good dominant offerings to good dominant offerings and brand extensions from service dominant offerings to service dominant offerings (see also Arslan & Altuna 2011, Brown, Sitchmann, & Musante, 2011; Estelle, 2010; and Lei, Pruppers, Ouwersloot, & Lemmink, 2004 for a similar observation). The underexplored domains are highlighted in Figure 1.

**Figure 1: A Typology of Brand Extensions**

		Extension	
		Good dominant offering	Service dominant offering
Parent Brand	Good dominant offering/s	'Good to Good brand extension'	'Good to Service brand extension'
	Service dominant offering/s	'Service to Good brand extension'	'Service to Service brand extension'

While goods are entities and services are acts (Hill, 1999), offerings can be combinations of goods and services. Said differently, offerings can be conceptualized as a continuum with good dominant offerings on the one end (e.g., 'blue jeans') and service dominant offerings (e.g., 'psychotherapy') on the other end. Empirical support exists for such a conceptualization of offerings (Iacobucci, 1992). Intangibility, Heterogeneity, Inseparability, and Perishability have been established as characteristics distinguishing service-dominant offerings from good-dominant offerings (Iacobucci, 1992; Iacobucci, 1998; Zeithaml, Parasuraman, & Berry, 1985). More recently, lack of ownership has been advanced as another distinguishing characteristic (Lovelock & Gummesson, 2004). This paper joins the conversation on brand extensions by theoretically contrasting a shaded region with an unshaded region in Figure 1 in terms of the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand.

**KEY WORDS**

- Brand Extension
- Loyalty Proneness
- Brand Consciousness
- Consumer Attitude
- Goods and Services

A few clarifications on how this paper is different from other recent research merit attention. (1) Arslan and Altuna (2011) replicate a part of the accumulated research from good to good into service to service and service to good. In addition, they hypothesize only one factor 'attitude towards the extension' as differing across service to good and service to service. This paper does not focus on replication or on examining the direct differential effect of domains on attitude towards the extension. Instead, the focus of this paper is on the moderating influence of domains on the relationships between attitude towards the extension and its established determinants. (2) Lei et al. (2004) comparatively examined the strength of relationships [with regard to attitude towards the extension (also revision of attitude towards the parent brand) and their determinants] between 'brand extensions from moderately service-intensive offerings to low service-intensive offerings' and 'brand extensions from moderately service-intensive offerings to high service-intensive offerings'. They however did not examine the other possible comparisons addressed in this paper (e.g., consumer evaluation of 'brand extensions from low service-intensive offerings to low service-intensive offerings' *vis-à-vis* 'brand extensions from low service-intensive offerings to high service-intensive offerings'). One of the limitations stated by Lei et al. (2004, p. 252) acknowledges this: 'the selected parent product (used in our study) is perceived by respondents as "moderate" in terms of service intensiveness level. It is also interesting to see whether the parent product's initial service intensiveness level would influence the research findings in the future study.' As another limitation of their paper, Lei et al. (2004: p. 252) acknowledge that they have not examined the moderating impact of 'service intensiveness' on many other relationships concerning extension evaluation. For example, whether service intensiveness moderates the effect of the 'number of previous extensions of a brand' on attitude towards new extension was not covered in their paper, but has been addressed in this paper.

In the remainder of this paper, good dominant offering/s will be referred to as simply 'good/s' and service dominant offering/s will be referred to as simply 'service/s' to conserve space. The five research questions addressed in this paper are as follows:

- How different will be the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand

- between good to good and good to service
- between service to service and service to good
- between good to good and service to good
- between service to service and good to service?
- Are there ignored but relevant factors which affect attitude towards the extension or revision of attitude towards the parent brand within the underexplored domains of good to service and service to good?

While the theoretical motivation behind the research questions is that of examining any moderating effect of the underexplored domains of good to service and service to good on the relationships between attitude towards the extension (also revision of attitude toward the parent brand) and their established determinants, the managerial relevance behind the research questions lies in finding out whether a firm must restrict its extension of good brands to goods only and service brands to services only.

## LITERATURE REVIEW AND PROPOSITIONS

This section theorizes the moderating influence of domains on the relationships between consumers' attitude towards the extension and its established determinants and the moderating influence of domains on the relationships between consumers' revision of attitude towards the parent brand and its established determinants. Definitions of all involved factors are provided in Table 1.

### Attitude towards the Extension

*Attitude towards the parent brand:* Attitude towards the parent brand has been found to be positively related to attitude towards the extension for good to good (Bhat & Reddy, 2001; Bottomley & Holden, 2001; Boush et al., 1987) and service to service (Hem, Chernatony, & Iversen, 2003; Van Riel, Lemmink, & Ouwersloot, 2001; Van Riel & Ouwersloot, 2005). Lei et al. (2004) found that consumers' attitude towards the extension was more favourable when the extension was less service-intensive than the parent brand than when the extension was more service-intensive than the parent brand. However, Arslan & Altuna (2011) found that consumers' attitude towards the extension was more favourable for service to service and less favourable for service to good. Because services are less quality consistent than goods (Iacobucci, 1992; 1998; Zeithaml et al., 1985), the following are proposed:

**Proposition 1a:** The positive relationship between attitude towards the parent brand and attitude to-

wards the extension is stronger for good to good but weaker for good to service.

**Proposition 1b:** The positive relationship between attitude towards the parent brand and attitude towards the extension is weaker for service to service but stronger for service to good.

**Number of previous extensions:** The number of previous extensions of a brand has been found to be positively related to the attitude towards the future extension for good to good (Dacin & Smith, 1994). Dacin and Smith argued that the number of previous extensions act as collateral and decision heuristic for consumers to judge future extensions. Because the number of previous extensions is a less relevant collateral and decision heuristic for good to service and service to good, the following are proposed:

**Proposition 2a:** The positive relationship between the number of previous extensions of a brand and attitude towards extension is stronger for good to good but weaker for good to service.

**Proposition 2b:** The positive relationship between the number of previous extensions of a brand and attitude towards extension is stronger for service to service but weaker for service to good.

**Proposition 2c:** The positive relationship between the number of previous extensions of a brand and attitude towards extension is stronger for good to good but weaker for service to good.

**Proposition 2d:** The positive relationship between the number of previous extensions of a brand and attitude towards extension is stronger for service to service but weaker for good to service.

**Quality variance across brand portfolio:** Quality variance across brand portfolio has been found to be negatively related to the attitude towards the extension for good to good (Dacin & Smith, 1994). Because services are less quality consistent than goods (Iacobucci, 1992, 1998; Zeithaml et al., 1985), the following are proposed:

**Proposition 3a:** The negative relationship between quality variance across brand portfolio and attitude towards the extension is stronger for good to service but weaker for good to good.

**Proposition 3b:** The negative relationship between quality variance across brand portfolio and attitude towards the extension is stronger for service to service but weaker for service to good.

**Product category fit:** Product category fit has been found to be positively related to attitude towards the extension for good to good (Aaker & Keller, 1990; Boush et al., 1987; Boush & Loken, 1991; Park, Milberg, & Lawson, 1991) and service to service (de Ruyter & Wetzels, 2000; Hem et al., 2003; Van Riel et al., 2001; Van Riel & Ouwersloot, 2005). Lei et al. (2004) found an interaction effect of an extension's relative service intensiveness and product category fit on attitude towards the extension. Because goods and services are distinct super-ordinate categories in the domains of good to service and service to good, the following are proposed:

**Proposition 4a:** The positive relationship between product category fit and attitude towards extension is stronger for good to good but weaker for good to service.

**Proposition 4b:** The positive relationship between product category fit and attitude towards extension is stronger for service to service but weaker for service to good.

**Proposition 4c:** The positive relationship between product category fit and attitude towards extension is stronger for good to good but weaker for service to good.

**Proposition 4d:** The positive relationship between product category fit and attitude towards extension is stronger for service to service but weaker for good to service.

**Brand image fit:** Brand image fit has been found to be positively related to attitude towards the extension for good to good (Bhat & Reddy, 2001; Broniarczyk & Alba, 1994; Park et al., 1991). There seems no theoretical reason why this relationship should not extend to other domains without difference. Thus the following is proposed:

**Proposition 5:** Brand image fit is positively related to the attitude towards the extension for good to good, good to service, service to good, and service to service.

**Brand breadth:** For good to good, Boush and Loken (1991) found that brand extensions that were the same as the brand's current products were perceived as more desirable when the brand was narrow than when the brand was broad and in contrast, brand extensions that were most dissimilar to the brand's current products were perceived as less desirable when the brand was narrow than when it was broad. Because goods and services are distinct super-ordinate categories in the domains of good to service and service to good, the following are proposed:

**Proposition 6a:** The interaction effect of brand breadth and product category fit on the attitude towards the extension is weaker for good to service but stronger for good to good.

**Proposition 6b:** The interaction effect of brand breadth and product category fit on the attitude towards the extension is weaker for service to good but stronger for service to service.

**Proposition 6c:** The interaction effect of brand breadth and product category fit on the attitude towards the extension is weaker for service to good but stronger for good to good.

**Proposition 6d:** The interaction effect of brand breadth and product category fit on the attitude towards the extension is weaker for good to service but stronger for service to service.

**Prototypicality of the brand:** For good to good brand extensions, Rangaswamy, Burke, and Oliva, (1993) found that a more prototypical brand (than a less prototypical brand) may be able to extend better to more related product categories whereas a less prototypical brand (than a more prototypical brand) may be able to extend better to less related product categories. Because goods and services are distinct super-ordinate categories in the domains of good to service and service to good, the following are proposed:

**Proposition 7a:** The interaction effect of prototypicality of the brand and product category fit on the attitude towards the extension is weaker for good to service but stronger for good to good.

**Proposition 7b:** The interaction effect of prototypicality of the brand and product category fit on the

attitude towards the extension is weaker for service to good but stronger for service to service.

**Proposition 7c:** The interaction effect of prototypicality of the brand and product category fit on the attitude towards the extension is weaker for service to good but stronger for good to good.

**Proposition 7d:** The interaction effect of prototypicality of the brand and product category fit on the attitude towards the extension is weaker for good to service but stronger for service to service.

**Extension product category involvement:** Extension product category involvement has been argued to be negatively related to attitude towards brand extension for good to good (Nijssen & Bucklin (1998) & Nijssen, Bucklin, & Uji (1995) as cited in Nkoucha et al. (2005); Nijssen & Bucklin (1998) as cited in Volckner & Sattler (2007)). There seems no theoretical reason why this relationship should not extend to other domains without difference. Thus the following is proposed:

**Proposition 8:** Extension product category involvement is negatively related to attitude towards brand extension for good to good, good to service, service to good, and service to service.

**Quality variance across brands in the extension product category:** Quality variance across brands in the extension product category has been found to be negatively related to attitude towards the extension for good to good (Kardes & Allen, 1991). There seems no theoretical reason why this relationship should not extend to other domains without difference. Thus the following is proposed:

**Proposition 9:** The quality variance across brands in the extension product category is negatively related to attitude towards the extension for good to good, good to service, service to good, and service to service.

**Consumer knowledge of the extension product category:** Consumer knowledge of the extension product category has been argued to be negatively related to attitude towards the extension for good to good (Smith & Park, 1992 as cited in Volckner & Sattler 2007). There seems no theoretical reason why this relationship should not extend to other domains without difference. Thus the following is proposed:

**Proposition 10:** Consumer knowledge of the extension product category is negatively related to the attitude towards the extension for good to good, good to service, service to good, and service to service.

**Consumer innovativeness:** Consumer innovativeness has been found to be positively related to attitude towards the extension for good to good (Klink & Athaide, 2010; Klink & Smith, 2001) and service to service (Hem et al., 2003). There seems no theoretical reason why this relationship should not extend to other domains without difference. Thus the following is proposed:

**Proposition 11:** Consumer innovativeness is positively related to the attitude towards the extension for good to good, good to service, service to good, and service to service.

### Revision of Attitude towards the Parent Brand

**Attitude towards the extension:** Attitude towards the extension has been found to be positively related to the revision of attitude towards the parent brand for good to good (Chen & Chen, 2000; Loken & John, 1993). Contrary to their hypothesis, Lei et al. (2004) found that consumers' attitudes toward the parent product proved to be better after exposure to a less service-intensive extension compared with a more service extension. Thus only the following is proposed.

**Proposition 12:** Attitude towards the extension is positively related to the revision of attitude towards the parent brand for good to good, good to service, service to good, and service to service

**Product category fit:** Product category fit has been found to be positively related to the revision of attitude towards the parent brand for good to good (Dwivedi, Merrilees, & Sweeney, 2010; Keller & Aaker, 1992; Romeo, 1991). Lei et al. (2004) found an interaction effect of extension's relative service intensiveness and product category fit on revision of attitude towards parent brand. Because goods and services are distinct super-ordinate categories in the domains of good to service and service to good, the following are proposed.

**Proposition 13a:** The positive relationship between product category fit and revision of attitude toward the parent brand is stronger for good to good but weaker for good to service.

**Proposition 13b:** The positive relationship between product category fit and revision of attitude towards the parent brand is stronger for service to service but weaker for service to good.

**Proposition 13c:** The positive relationship between product category fit and revision of attitude towards the parent brand is stronger for good to good but weaker for service to good.

**Proposition 13d:** The positive relationship between product category fit and revision of attitude towards the parent brand is stronger for service to service but weaker for good to service.

**Prototypicality of the brand:** For good to good, Zimmer and Bhat (2004) found that when there is a good fit between the extension and the parent brand, attitude towards the parent brand will be more positive when the parent brand is perceived as more prototypical than when it is perceived as less prototypical. Because goods and services are distinct super-ordinate categories in the domains of good to service and service to good, the following are proposed.

**Proposition 14a:** The interaction effect of prototypicality of the brand and product category fit on revision of attitude towards parent brand is weaker for good to service but stronger for good to good.

**Proposition 14b:** The interaction effect of prototypicality of the brand and product category fit on revision of attitude towards parent brand is weaker for service to good but stronger for service to service.

**Proposition 14c:** The interaction effect of prototypicality of the brand and product category fit on revision of attitude towards parent brand is weaker for service to good but stronger for good to good.

**Proposition 14d:** The interaction effect of prototypicality of the brand and product category fit on revision of attitude towards parent brand is weaker for good to service but stronger for service to service.

### EXPLORATORY QUALITATIVE RESEARCH AND PROPOSITIONS

Exploratory research was done in the form of in-depth

interviews to identify any ignored but relevant factors concerning attitude towards the extension (also revision of attitude towards the parent brand) especially in the domains of good to service and service to good. The sample for the study was chosen based on purpose. The purpose was to interview consumers as well as marketing managers as both these groups could provide new insights on consumer evaluation of brand extensions. The participants for both groups were selected based on convenience. While the consumer participants belonged to different age groups, the manager participants belonged to different organizations. See Table 2 for the profile of participants.

In-depth interviews of thirty minutes to one hour were conducted with the selected participants. The interviews – telephonic or face-to-face – were audio recorded after obtaining a written consent from participants and later transcribed. Consumer participants were interviewed to explore their views along the following lines: Can they recognize good to service and service to good extensions? When would they like such extensions? When would they dislike such extensions? What will be their thoughts on the parent brand when the extension is bad and why so? What will be their thoughts on the parent brand when the extension is favourable and why so? The above questions are broadly indicative and not minutely exhaustive of interview discussions. In a typical interview, the participant was asked to specify a few brands known to him/her and then hypothetical good to good, good to service, service to good, or service to service extensions were generated. The participants were then asked to give their views on these hypothetical extensions and further probing in the interviews was contextualized to one or more hypothetical extensions. In the interview with manager participants, similar line of questioning was adopted except in that the focus was kept on the consumer. For instance, managers were asked: What type of consumers do they think will accept good to service and service to good extensions more easily and why so?

During the period of the study, the author had to switch back and forth between the field and the marketing literature to identify any newness in the outcomes of the interviews. To improve the trustworthiness of the study, the author engaged in reflexivity by maintaining a field journal, conducted post-interview discussions with respondents to confirm any new insights, and subjected any new insights to peer-examination. When saturation was in-

ferred in the incoming responses of interviewees, no further interviews were conducted. See Table 3 for the concepts that emerged.

*Consumer brand consciousness:* Though scarcely observed in the literature on brand extensions, the use of this concept is however observed in the broader marketing literature. Consumer brand consciousness is defined as ‘an individual trait characterized by the degree to which a consumer is oriented towards buying well-known branded products (Shim & Gehrt 1996; Sproles & Kendall 1986). Core to being brand conscious is the idea that the brands one uses are a reflection of one’s own personalities’ (Nan & Heo, 2007: p.66). This concept emerged during an interview with a manager when he actually used the term ‘brand conscious consumers’ and referred to such consumers as those who value brands in their lives and are brand savvy. Since brand consciousness is conceptualized as a consumer-specific trait, one consumer may be more brand conscious than another consumer irrespective of the product category. That is, if consumer ‘A’ is more brand conscious than consumer ‘B’ for watches, consumer ‘A’ may be more brand conscious than consumer ‘B’ for pens as well. If Kingfisher watches are introduced, a more brand conscious consumer may show more favourable attitude towards Kingfisher watches as compared to a less brand conscious consumer. It thus seems plausible that the more brand conscious consumers are, the more favourable is their attitude towards any newly introduced brand extension.

*Proposition 15:* Consumer brand consciousness is positively related to the attitude towards the extension for good to good, good to service, service to good, and service to service brand extensions.

*Consumer loyalty proneness:* Though scarcely observed in the literature on brand extensions, the use of this concept is however observed in the broader marketing literature. Consumer loyalty proneness is defined as ‘a consumer’s general tendency to buy the same brands over time rather than switching around to try other brands’ (Bruner II, 2009). This concept emerged during an interview with a consumer when he said, ‘I am not such a person who changes tastes or choices’ and referred to his tendency not to change the parent brands even if their extensions were unfavourable. Since loyalty proneness is conceptualized as a consumer specific trait, one consumer may be more loyalty prone than another consumer

irrespective of the product category. That is, if consumer 'A' is more loyalty prone than consumer 'B' for watches, consumer 'A' may be more loyalty prone than consumer 'B' for pens also. If Kingfisher watches are found less favourable, revision of attitude towards the parent brand may be less extreme for more loyalty prone consumers than less loyalty prone consumers. If Kingfisher watches are found more favourable, revision of attitude towards the parent brand may be more extreme for more loyalty prone consumers than less loyalty prone consumers. It thus seems plausible that there is an interaction effect of attitude toward the extension and consumer's loyalty proneness on revision of attitude towards the parent brand.

**Proposition 16:** There is an interaction effect of attitude towards extension and consumer's loyalty proneness on revision of attitude towards the parent brand for good to good, good to service, service to good, and service to service brand extensions.

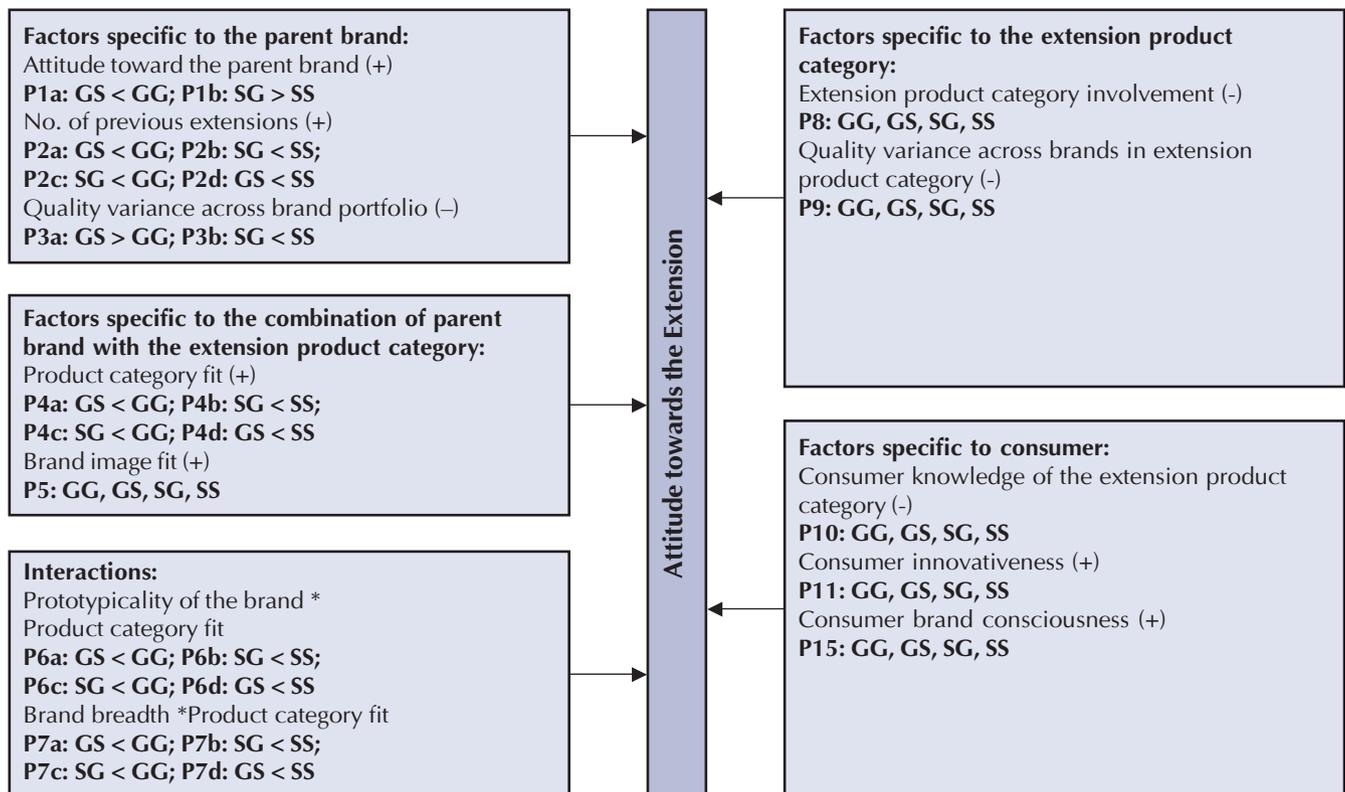
It is clarified here that the concepts that emerged from the qualitative research of this study are not new to marketing literature. In fact and as cited in the preceding discus-

sion, the concept definitions are borrowed from previous research. However, this author is not aware of any prior work within brand extension research that identifies consumer brand consciousness as affecting attitude towards extension or consumer loyalty proneness as moderating the effect of attitude towards extension on revision of attitude towards parent brand. Further, both these concepts are consumer specific traits that are relevant for brand extension research just as another consumer specific trait already discussed in brand extension research namely consumer innovativeness (see Klink & Smith 2001 and Klink & Athaide, 2010). Although consumer-specific traits may be assumed as invariant across product categories, measurement of these traits can be contextualized to the specific extension product category for accuracy.

## RESEARCH DESIGN

There are 16 propositions specified in this paper. Propositions 1-11 and 15 are concerned with factors affecting consumers' attitude towards the extension. Propositions 12-14 and 16 are concerned with factors affecting consumers' revision of attitude towards the parent brand. All the propositions are diagrammed in Figures 2 and 3.

**Figure 2: Expanded Model of Factors affecting Consumers' Attitude towards the Extension**



Propositions 1-14 specify whether the strength of the relationships already found in the domains of good to good and service to service may or may not be different in the underexplored domains of good to service and service to good. For example, P1a in Figure 2 suggests that the positive effect of attitude towards the parent brand on attitude towards the extension would be stronger for brand extensions from good to good but weaker for brand extensions from good to service. Propositions 15-16 specify the influence of underexplored concepts on consumers' attitude towards the extension as well as consumers' revision of attitude towards the parent brand in all the four domains. These underexplored concepts are italicized in Figures 2 and 3. With the objective of testing the propositions developed in this paper in the Indian context, a survey design is suggested here.

**Stimuli:** Based on a popular classification of goods as non-durable and durable and a popular classification of services as people processing, possession processing, mental stimulus processing, and information processing (Lovelock, 1983), total instances per domain can be calculated as follows.

Domain	Maximum No. of Instances per Domain	Maximum No. of Replicates per Instance
Good to Good (GG)	2*2=4	Infinite
Good to Service (GS)	2*4=8	Infinite
Service to Good (SG)	4*2=8	Infinite
Service to Service (SS)	4*4=16	Infinite

For each domain (e.g., GG), one instance (e.g., nondurable to nondurable) can be selected based on convenience. For each instance (e.g., non-durable to non-durable), two replicates (e.g., biscuits to flavoured milk; tooth paste to shampoo) are to be considered for increased generalizability

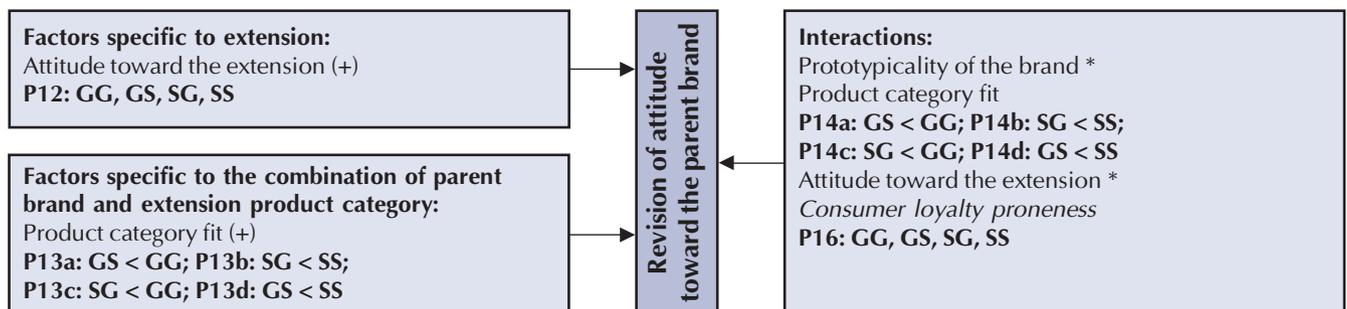
within instance. The replicates for the study are to be selected based on whether the parent brands as well as the extension product categories are popular across households in India. As prevalent in the extant literature, hypothetical extensions of well-known brands are to be used. A set of stimuli selected based on the above discussion is given here.

Domain	One Instance per Domain	Two Replicates per Instance (Real parent brand and hypothetical extension)
GG	Non-durable to Non-durable	Britannia Fruit Juice; Closeup Shampoo
GS	Non-durable to People processing	Dettol Clinic; Pepsi Hair cutting salon
SG	Possessions processing to Non-durable	Blue Dart Cellophane tape; Airtel Hand wash
SS	Information processing to Information processing	LIC Bank; Google Online portal for train ticket reservation

**Places of data collection:** Among all towns in India with population of more than 1 million as available from Census 2001 data, towns such as Chennai and Patna differ substantially when indexed on the number of households, average household size, sex ratio, literacy rate, and work participation ratio. Thus, data can be collected from the households of such two different cities of India – Chennai and Patna – so that the generalizability of the study across Indian population can be assessed.

**Sampling plan:** With BSNL landline telephone directory or electoral rolls as the sampling frame, households are to be selected through simple random sampling for both towns in two stages. In the first stage, a preliminary sample of size  $n_1$  (say 150) can be studied for each stimuli (e.g., Britannia Fruit Juice). Actual sample size required

Figure 3: Expanded Model of Factors affecting Consumers' Revision of Attitude towards the Parent Brand



(say  $n$ ) can be calculated for each item in the questionnaire using the formula  $n = (t^2 * s^2) / d^2$  (where  $t = 1.96$ ,  $s^2 =$  variance observed in the preliminary sample, and  $d = 10\%$  margin of error on the mean observed in the preliminary sample). From among the sample sizes so computed for items in the questionnaire, the largest can be considered as the actual sample size required ( $n$ ). In the second stage of the study, data can be collected for the remaining sample size (i.e.,  $n - n_1$ ).

**Questionnaire:** The questionnaire, given for 'Dettol Washing Powder' in Table 4, has measures adapted from literature. To assess the reliability of measures in the Indian context, data was collected from PGP alumni of IIM Kozhikode (Sample size = 34) using internet survey wherein the presentation of items to respondents was randomized within sections to neutralize order effects. As is reported in Table 4 for all the reflective indicators that were part of data collection, the Cronbach  $\alpha$ s are greater than 0.7 suggesting adequate reliability of measures.

The questionnaire can be translated into the vernacular language of the town in which it is to be administered.

**Analysis:** Data can be analysed using structural equation modeling as follows. First, a single model can be drawn by merging Figures 2 & 3. Next, the size of the path coefficients in that model can be compared across domains (e.g., good to service *vis-à-vis* good to good) to assess the empirical validity of the propositions.

## CONTRIBUTION OF THIS PAPER TO LITERATURE AND MANAGERIAL PRACTICE

To recapitulate, five research questions concerning consumer evaluation of brand extensions were set to be addressed in this paper. First, between good to good and good to service, how different will be the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand? Second, between service to service and service to good, how different will be the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand? Third, between good to good and service to good, how different will be the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand?

Fourth, between service to service and good to service, how different will be the effects of established determinants on attitude towards the extension and revision of attitude towards the parent brand? Fifth, are there ignored but relevant factors which affect attitude towards the extension or revision of attitude towards the parent brand within the underexplored domains of good to service and service to good? In addressing the first four research questions, the theoretical contribution of this paper to the literature is that of explaining the moderating effect of the domains such as good to service and service to good on the relationships between attitude towards the extension (also revision of attitude towards the parent brand) and their determinants. In addressing the fifth research question, the theoretical contribution of this paper to the literature is that of identifying two concepts – consumer brand consciousness and consumer brand loyalty proneness – as relevant for consumer evaluation of brand extensions. The propositions specified in this paper, if empirically supported in future, have serious managerial implications. It may suggest that firms must neither extend a good brand to a service nor a service brand to a good. Further, the two additional concepts introduced by this paper into brand extension research also have useful managerial implications. If the proposition specifying the positive relationship between consumer brand consciousness and attitude towards the brand extension receives support in future empirical research, then it may suggest that managers must launch brand extensions in highly brand-conscious markets for gaining increased consumer acceptance. If consumer brand loyalty proneness is empirically found to interact with the attitude towards the extension and impact revision of attitude towards the parent brand, then it may suggest that firms must restrict their test marketing of brand extensions to their loyal consumers only. Future research can address the following research questions not examined in this paper. First, between good to good and service to service, how different will be the effects of determinants on attitude towards the extension and revision of attitude towards the parent brand? Second, between good to service and service to good, how different will be the effects of determinants on attitude towards the extension and revision of attitude towards the parent brand? 

## APPENDIX

**Table 1: Definitions of Factors**

Grouping of Factors	Factor	Definition
Dependent Factors	Attitude towards the extension	Predisposition to respond to the extension in a consistently favourable or unfavourable manner [Based on the general definition of attitude used by Chapman & Aylesworth (1999)]
	Revision of attitude towards the parent brand	Change in attitude of the consumers towards the parent brand after learning about the extension (Dwivedi et al., 2010; Lei et al., 2004)
Independent factors specific to the parent brand	Attitude toward the parent brand	Predisposition to respond to the parent brand in a consistently favourable or unfavourable manner. [Based on the general definition of attitude used by Chapman & Aylesworth (1999)]
	No. of previous extensions	No. of product types affiliated with the parent brand (Dacin & Smith, 1994)
	Quality variance across brand portfolio	Consumer's perception of the distribution of quality across product types of a brand (Dacin & Smith, 1994)
	Brand breadth	Variability among product types represented by a brand name. (Boush & Loken, 1991)
	Prototypicality of the brand	Extent to which the parent brand is representative of the parent product category (Loken & Ward, 1990); Extent to which the utility of the parent brand is tied to the attributes of the original product (Rangaswamy et al., 1993); Strength of the brand-product category linkages in consumers' minds (Zimmer & Bhat, 2004)
Independent factors specific to the combination of parent brand and extension product category	Product category fit	Consumer's perception of similarity between the product category of the extension and that of the parent brand (Bhat & Reddy, 2001)
	Brand image fit	Consumer's perception of similarity between the extension's image and that of the parent brand (Bhat & Reddy, 2001); Consumers' perceptions of whether the brand-concept associations (e.g., status, reliability) are potentially relevant and/or desirable in connection with a particular product (Park, Milberg, & Lawson, 1991)
Independent factors specific to the extension product category	Extension product category involvement	Perceived personal importance of purchase decisions in the extension's product category (Volckner & Sattler, 2007)
	Quality variance across brands in the extension product category	Consumer's perception of the distribution of quality across brands of the extension product category (Kardes & Allen, 1991)
Independent factors specific to the consumer	Consumer knowledge of the extension product category	Consumer's familiarity and expertise with the extension product category (Dacin & Smith, 1994)
	Consumer innovativeness	Desire or willingness to try new and different experiences; One's propensity to adopt new ideas or products relatively earlier than other members of a social system (Klink & Smith, 2001; Klink & Athaide, 2010)

**Table 2: Profile of Participants in the Qualitative Study**

Interview No.	Role of Participant	Gender	Age	Organizations/ Institutions	Designation
1.	Consumer	Male	24	IIM Kozhikode	Student
2.	Consumer	Male	27	IIM Kozhikode	Student
3.	Consumer	Female	22	IIM Kozhikode	Student
4.	Consumer	Male	27	IIM Kozhikode	Student
5.	Consumer	Male	47	IIM Kozhikode	Employee
6.	Consumer	Male	40	IIM Kozhikode	Employee
7.	Consumer	Male	30	IIM Kozhikode	Student
8.	Consumer	Male	46	IIM Kozhikode	Employee
9.	Manager	Male	-	Books and Gifts Retailer, Calicut	Ex-Manager
10.	Manager	Male	-	Glass manufacturer, Chennai	Marketing Manager
11.	Consumer	Male	54	IIM Kozhikode	Employee
12.	Consumer	Male	37	IIM Kozhikode	Employee
13.	Manager	Male	-	Bank, Calicut	Manager for Loans
14.	Manager	Male	-	Cement manufacturer, Chennai	Senior Marketing Manager
15.	Manager	Male	-	Financial services, Bombay	Head - Marketing Communications
16.	Manager	Male	-	Clothes retailer, Calicut	Operation Head -South
17.	Manager	Male	-	Builders and logistics providers, Calicut	Director
18.	Manager	Male	-	Multispecialty retailer, Calicut	Operations Manager
19.	Manager	Male	-	Paint manufacturer, Bombay	Brand Manager, Interior Emulsions
20.	Manager	Male	-	Computer manufacturer, Delhi	DGM Corporate Marketing
21.	Manager	Male	-	Builder, Automobile dealer, and Financial services provider, Calicut	Managing Director

**Table 3: Emerged Concepts from Qualitative Research**

Interview No.	Participant's Expression triggering the Identification of the Concept's Relevance for Extension Evaluation	Concept Label	Concept Definition
16	'If (consumers) are brand conscious, they will go for Mahindra resorts (brand extensions)'	Consumer's brand consciousness	'An individual trait characterized by the degree to which a consumer is oriented towards buying well-known branded products (Shim & Gehrt, 1996; Sproles & Kendall, 1986). Core to being brand conscious is the idea that the brands one uses are a reflection of one's own personalities.' (Nan & Heo, 2007)
5	'I am not such a person who changes taste or choice... (Therefore, I won't change the parent brand)'	Consumer's loyalty proneness	'A consumer's general tendency to buy the same brands over time rather than switching around to try other brands (Bruner II, 2009)

**Table 4: Questionnaire**

Concept	Measure Type	Measure	Source of Adapted Measure
<b>Section 1: Respond to the following questions about Dettol brand</b>			
Attitude towards the parent brand	Reflective ( $\alpha= 0.838$ )	Dettol is a brand of (1 = very low quality; 7 = very high quality)	Aaker & Keller (1990)
		My opinion about Dettol brand is (1 = very bad; 7 = very good)	Boush & Loken (1991)
Prototypicality of the parent brand	Reflective ( $\alpha= 0.869$ )	Dettol is a (1 = very atypical brand of antiseptic lotion; 7 = very typical brand of antiseptic lotion)	Loken & Ward (1990)
		Dettol is a (1 = very unrepresentative brand of antiseptic lotion; 7 = very representative brand of antiseptic lotion)	Loken & Ward (1990)
		Dettol is a (1 = very unpopular example of brands of antiseptic lotion; 7 = very popular example of brands of antiseptic lotion)	Loken & Ward (1990)
No. of products in brand portfolio	Reflective ( $\alpha= 0.896$ )	The number of products with Dettol brand name is (1 = so few; 7 = so many)	Volckner & Sattler (2006)
		Under Dettol brand name, there are (1 = very less number of products in the market; 7 = very large number of products in the market)	New measure
Brand breadth (Diversity of products in brand portfolio)	Formative (Index = Sum of measures)	The products with Dettol brand name are substitutes to one another in terms of usage (1 = strongly disagree; 7 = strongly agree)	Aaker & Keller (1990)
		The products with Dettol brand name are complements to one another in terms of usage (1 = strongly disagree; 7 = strongly agree)	Aaker & Keller (1990)
		The products with Dettol brand name are similar to one another in terms of the people, facilities, and skills used in making them (1 = strongly disagree; 7 = strongly agree)	Aaker & Keller (1990)
Quality variance across products in brand portfolio	Reflective ( $\alpha= 0.793$ )	Quality across products of Dettol (1 = does not vary at all; 7 = varies a lot)	Dacin & Smith (1994)
		All products of Dettol are of same quality (1 = strongly disagree; 7 = strongly agree)	New measure
<b>Section 2: Imagine that Dettol's washing powder has been recently introduced in the market and respond to the following</b>			
Attitude towards the extension	Reflective ( $\alpha =0.851$ )	Dettol's washing powder must be of (1 = very low quality; 7 = very high quality)	Aaker & Keller (1990)
		My opinion about Dettol's washing powder is (1 = very bad; 7 = very good)	Boush & Loken (1991)
		Assuming that I have planned for buying washing powder, my likelihood of trying Dettol's washing powder is (1 = not at all likely; 7 = very likely)	Aaker & Keller (1990)
Revision of attitude towards the parent brand	Reflective ( $\alpha =0.895$ )	Given that Dettol's washing powder was recently introduced, my usual attitude toward Dettol brand has now become (1 = more strongly unfavourable; 7 = more strongly favourable)	Dwivedi et al. (2010); Lei et al. (2004)
		Assuming that Dettol's washing powder was recently introduced, my usual opinion about Dettol brand has now become (1 = more strongly negative; 7 = more strongly positive)	Dwivedi et al. (2010); Lei et al. (2004)
Product category fit	Formative (Index = Highest of measures)	Washing powder is a substitute to Dettol brand's previous products in terms of usage (1 = strongly disagree; 7 = strongly agree)	Aaker & Keller (1990)
		Washing powder is a complement to Dettol brand's previous products in terms of usage (1 = strongly disagree; 7 = strongly agree)	Aaker & Keller (1990)

Concept	Measure Type	Measure	Source of Adapted Measure
		Would the people, facilities, and skills used in making Dettol's previous products be helpful for making washing powder? (1 = not at all helpful; 7 = very helpful)	Aaker & Keller (1990)
Brand image fit (Non-product image fit)	Formative (Index = Sum of measures)	Dettol's brand image (in terms of price) fits with washing powder (1 = strongly disagree; 7 = strongly agree)	New measure based on Keller (1993, p.7)
		Dettol's brand image (in terms of who typically uses Dettol brand) fits with washing powder (1 = strongly disagree; 7 = strongly agree)	New measure based on Keller (1993, p.7)
Quality variance across brands of the extension product category	Reflective ( $\alpha = 0.924$ )	Quality across brands of washing powder (1 = does not vary at all; 7 = varies a lot)	Volckner & Sattler (2007)
		All brands of washing powder are of same quality (1 = strongly disagree; 7 = strongly agree)	New measure
Extension product category involvement	Reflective ( $\alpha = 0.715$ )	In selecting from the many types and brands of washing powder available in the market, (1 = I would not care at all as to which one I select; 7 = I would care a great deal as to which one I select)	Mittal (1995)
		How important would it be for me to make a right choice of a washing powder? (1 = Not at all important; 7 = Extremely important)	Mittal (1995)
		In making my selection of a washing powder to buy, how concerned would I be about the outcome of my choice? (1 = Not at all concerned ; 7 = Very much concerned)	Mittal (1995)
<b>Section 3: Respond to the following questions about your buying behaviour</b>			
Consumer knowledge of the extension product category	Reflective	I feel very knowledgeable about washing powder. (1 = strongly disagree; 7 = strongly agree)	Smith & Park (1992)
		If a friend asked me about washing powder, I could give him advice about different brands. (1 = strongly disagree; 7 = strongly agree)	Smith & Park (1992)
		If I had to purchase washing powder today, I would need to gather very little information in order to make a wise decision. (1 = strongly disagree; 7 = strongly agree)	Smith & Park (1992)
		I feel very confident about my ability to tell the difference in quality among different brands of washing powder. (1 = strongly disagree; 7 = strongly agree)	Smith & Park (1992)
Consumer innovativeness	Reflective ( $\alpha = 0.836$ )	I like buying any latest brand of product (1 = strongly disagree; 7 = strongly agree)	Klink & Smith (2001); Klink & Athaide (2010)
		If I needed to buy a product, I would buy any latest brand available (1 = strongly disagree; 7 = strongly agree)	Klink & Smith (2001); Klink & Athaide (2010)
		When I see a new brand of product, I often buy it because it is new (1 = strongly disagree; 7 = strongly agree)	Klink & Smith (2001); Klink & Athaide (2010)
		I like to buy any latest brand of product before others do (1 = strongly disagree; 7 = strongly agree)	Klink & Smith (2001); Klink & Athaide (2010)
Consumer brand consciousness	Reflective ( $\alpha = 0.715$ )	I pay attention to the brand names of products I buy (1 = strongly disagree; 7 = strongly agree)	Nan & Heo (2007)
		Sometimes I am willing to pay more money for a product because of its brand name (1 = strongly disagree; 7 = strongly agree)	Nan & Heo (2007)

Concept	Measure Type	Measure	Source of Adapted Measure
		I believe that the brands I buy are a reflection of who I am (1 = strongly disagree; 7 = strongly agree)	Nan & Heo (2007)
Consumer loyalty proneness	Reflective ( $\alpha = 0.901$ )	I generally buy the same brand of products I have always bought (1 = strongly disagree; 7 = strongly agree)	Bruner II (2009)
		Once I have made a choice on which brand of product to purchase, I am likely to continue to buy it without considering other brands (1 = strongly disagree; 7 = strongly agree)	Bruner II (2009)
		Once I get used to a brand of product, I hate to switch (1 = strongly disagree; 7 = strongly agree)	Bruner II (2009)
		If I like a brand of product, I rarely switch from it just to try something different (1 = strongly disagree; 7 = strongly agree)	Bruner II (2009)
		Even though products are available in a number of different brands, I always tend to buy the same brand (1 = strongly disagree; 7 = strongly agree)	Bruner II (2009)

#### Section 4: Respond to the following demographic items

Education	Education (Completed latest):
	<= 9th standard
	10th standard
	11th standard
	12th standard
	Under Graduate (Bachelor's degree)
	Post Graduate (Master's degree)
	Ph.D
	Any other:
Age	Age:
	<=19
	20-29
	30-39
	40-49
	50-59
	60-69
	70-79
	80-89
	>=90
Gender	Gender:
	Male
	Female

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