"İŞ, GÜÇ" ENDÜSTRİ İLİŞKİLERİ VE İNSAN KAYNAKLARI DERGİSİ

"IS, GUC" Industrial Relations and Human Resources Journal

ISGUC.ORG

TARANDIĞIMIZ INDEXLER

İÇİNDEKİLER

MARKA YAYMA BAŞARISININ ÖNCÜLLERİ: GÜZELLİK BAKIM ÜRÜNLERİ SEKTÖRÜNDE BİR ARAŞTIRMA

ANTECEDENTS OF BRAND EXTENSION SUCCESS: A RESEARCH IN BEAUTY CARE INDUSTRY

Doç. Dr. Çağatan TAŞKIN
Yrd. Doç. Dr. Gül EMEL
Arş. Gör. Onur ÖZTÜRK
Arş. Gör. Gülcan PETRİÇLİ

ÖZET

Mevcut marka isminin yeni bir ürün piyasaya sunarken kullanılması anlamına gelen marka yayma stratejisi, günümüzde işletmelerin sıklıkla başvurduğu stratejik bir markalama stratejisi haline gelmiştir. Bu nedenden dolayı marka yayma stratejisinin başarısında rol oynayan faktörleri anlamak çok kritik bir öneme sahip olmaktadır. Bu çalışmanın amacı marka yayma stratejisi başarısın etkileyen faktörleri aydınlatmaktır.

Önerilen model, marka yayma başarısında rol oynadığı düşünülen "algılanan kalite", "algılanan uyum", tüketicilerin yenilikçiliği", "tüketicilerin bilgi düzeyi" ve "algılanan risk"olası başarı faktörlerini sınamaktır. Bunun için güzellik bakım sektöründe faaliyet gösteren ve iyi bilinen bir marka belirlenmiş ve bu marka için gerçekte olmayan bir ürün seçilmiştir. Daha sonra araştırma modelinin sınanması için yapısal eşitlik modelleme yaklaşımı kullanılmıştır. Araştırmanın örneklemini Bursa'daki üniversite öğrencileri oluşturmaktadır. Araştırma sonucunda, seçilen tüm faktörlerin marka yayma başarısı üzerinde pozitif bir etkiye sahip olduğu sonucuna varılmıştır.

Anahtar Kelimeler: *Marka yayma başarısı, marka stratejileri, güzellik bakım ürünü*

ABSTRACT

Brand extension strategy, which means the use of an established brand names when introducing a new product for the market, became one of the most important branding strategies and it is very important to recognize the success factors of brand extensions. The purpose of this study is to enlighten the success factors of brand extension success.

The proposed model aims to test the possible success factors such as "perceived quality", "perceived fit", "consumer innovativeness", "consumer knowledge" and the "perceived risk"on brand extension strategy. To test the proposed model, a well known brand operating in the beauty care industry was chosen and a hypothetical product was determined. Then, the data was analyzed by means of structural equation modelling. The sample was composed of university students in Bursa. Findings show that all of the chosen factors have a positive effect on the brand extension success.

Keywords: *Brand extension success, branding strategy, beauty care product*

1. INTRODUCTION

As brand extension strategy has become one of the most important marketing and branding strategies, it has become more and more crucial to understand the success factors of this strategy. Extending brands into both same and different product categories is being considered as a very profitable and tempting strategy because it helps companies to have lesser costs when entering the market and with the leverage effect of the parent brand itself, it provides consumers to recognize the brand quicker and easier and increases the consumer preferability.

Despite being seen as a very profitable and used frequently, brand extension strategy does not guarantee success. Failure rates of brand extensions are estimated approximately 80%. Therefore, determining the antecedents of the brand extension strategy has taken quite a lot interest from academicians and other researchers. Understanding the success factors of brand extension strategy may give a strategic advantage for firms in the competitive global markets.

The purpose of this study is to determine the antecedents of the brand extension strategy in the beauty care industry and propose marketing strategies based on the modeling results. Structural equation modeling approach is used to test the proposed model. To achieve the goal of the study, firstly a literature review has been examined, then the analysis of the study has been presented. In the last section, the discussion, limitations and the further research has been explained.

2. Brand Extension and Antecedents of Brand Extension Success

Brand extension strategy has become a very strong strategic growth option for many firms lately. Brand extensions, the use of established brand names to enter new product categories or classes, may help firms to reduce their introductory marketing costs and increase the chances of acceptance by the customers and retailers. Using brand extension strategy may also help by using a firm's most valuable asset, the parent brand's equity, as a leverage (Aaker and Keller, 1992: 35). As managers of the companies began to understand the importance and advantages of the brand extension strategy, introducing new products by using brand extensions has increased to the point where brand extensions nearly represent 80 percent of all new products (Barone et al, 2000: 386).

As the costs of introducing a new product greatly increased, many companies are trying to reduce the risks involved in new product introduction by marketing the new product as an extension product by using the name of well known established brands (Bhat and Reddy, 2001: 111). Companies are now aware that extending their brands represents a very important branding strategy for many new product and service introductions since the use of an established brand in a new category may help the acceptance and the adoption of the new product or service (Albrecht et al, 2013: 647). The majority of all new offerings in the market now are the brand extensions. Consumers usually evaluate these offerings by transferring their attitudes and thoughts of the parent brand to the extension product (Barone, 2005: 263).

2.1. Perceived Quality

Perceived quality was defined by Zeithaml (1998) as the judgment about the global excellence or superiority of a product offering (Taylor and Bearden, 2002: 132-133). A major premise underlying the use of the brand extension strategy is that parent brands which are perceived to be high quality provide greater leverage for extensions than the parent brands which are associated with low quality. Consumers think that companies would not risk their parent brands' equity by introducing a low quality extension product (Völckner et al, 2010: 382). A parent brand which has a high quality will exert a positive impact on perceptions of extension product's quality (Carter and Curry, 2013: 255).

Well known and high quality parent brands can imply the brand extension strategy more successfully (Keller and Lehmann, 2006: 748). Compared with a low quality parent brand, a parent brand with high quality can reduce the perceived risk associated with the buying decision and encourage consumers to try the extension product. Therefore, higher levels of parent brand quality may lead consumers to evaluate the extension products more favorably (Rühle et al, 2012: 129).

Parent brands with high quality transfer brand associations more easily than the parent brands with lower quality (Kumar, 2005: 185). In a market with not perfect and asymmetrical information, consumers generally are uncertain about a product's characteristics and in this circumstances, it is the perceived quality of the parent brand which helps them to evaluate products more clearly. If a parent brand has a high quality, the extension product should benefit from that relationship, if the parent brand is perceived with the low quality, the extension product would be harmed (Song et al, 2010: 92-93).

2.2 Perceived Fit

When the overall perceived fit or similarity between the parent brand and the extension product is high, the parent brand is likely to be seen as relevant with the extension product. The more shared attributes the parent brand and the extension product have, the more it is likely that consumers will infer that the quality of the extension product is similar to the quality of the parent brand (Aaker and Keller, 1992: 36). Marketers and managers of companies believe that brand extensions will be evaluated more favorably by consumers because consumers are much likely to transfer their positive attitudes from the parent brand to the extension product (Bhat and Reddy, 2001: 111).

The more similar the extension product is to a parent brand, the more likely consumers to transfer parent brand's characteristics and attributes to the extension. When the perceived fit is high, consumers may think that the company's expertise in making the parent brand is useful in the manufacture

of the extension product. This credibility may end up with the transfer of positive evaluations from the parent brand to the extension product (Bhat and Reddy, 2001: 113-114).

When a brand extension is thought to be conceptually similar or related to the parent brand, perceptions and associations about the parent brand have a higher degree of relevance to the extension and therefore should be perceived as a diagnostic of the extension offer. As a consequence, consumers likely make use of this diagnostic information in a subsequent evaluation of the extension quality and may transfer relevant associations from the parent brand to the extension product. Vice versa; when consumers face with an extension product dissimilar with the parent brand, parent brand associations would have less relevance to the extension product and therefore, should be perceived as less diagnostic of extension quality (Taylor and Bearden, 2002: 132-133).

2.3. Consumer Innovativeness

The concept of consumer innovativeness has come out in the 1970s and became an important issue because of its role in the diffusion and adoption of new products. Consumer innovativeness has been seen as an important issue because many companies rely on new product success for profitability and survival in the competitive markets (Nasution and Garnida, 2010: 1). Innovativeness has been defined as the desire or willingness to try new and different experiences (Klink and Smith, 2001: 330). Innovativeness can also be defined as the consumers' need for novelty and uniqueness (Boisvert and Burton, 2011: 58). Highly innovative consumers, also called as early adopters, are less sensitive to risk (Czellar, 2003: 106). One of the most remarkable features of consumer innovators is the comfort they gain with the risks they take (Klink and Smith, 2001: 329).

The willingness of trying new products should diminish as the level of perceived risk increases. Based on the diffusion theory, different kinds of people tend to respond differently to new products. The later adopters are likely to be more risk averse than the earlier adopters, which means that the higher levels of perceived risk are linked with low willingness to try new products (Völckner and Sattler, 2006: 23). Innovative consumers enjoy buying new products, do not trust in the social norms so much, they have a very high confidence and they tend to be daring. These kind of personal attributes generally end up with a better extension attitude for brand extensions. Innovative consumers are also a lot more risk prone and more open to new ideas linked with the brands (Salinas and Perez, 2009: 53).

More innovative people seem to be accepting the risks linked with the brand extensions than less innovative people, who are more concerned with the perceptions of fit (Brown et al, 2011: 206). Since innovative consumers are more risk prone, they tend to show a better attitude towards the extension products. Consumers who are highly innovative leads to better perceived quality and more purchase intentions of products and services both. Unlike later adopter consumers, highly innovative consumers think far brand extensions are more appealing and do not hesitate trying the products that get away from the company's parent brand (Martinez and Pina, 2010: 1187).

2.4. Consumer Knowledge

Consumer knowledge of the parent brand and the extension product is one of the success factors which play role in evaluating the brand extension strategies (Keller and Lehmann, 2006: 748). Until they become familiar with the extension product itself, consumers are likely to evaluate the extensions based on their knowledge of the parent brand. Consumers may also evaluate the characteristics in the extension product based on their knowledge of the parent brand (Bhat and Reddy, 2001: 111). Brand

knowledge can be seen as a network of beliefs and associations. The beliefs regarding the parent brand are transferable to the extension product (Chen and Liu, 2004: 27).

Consumers' knowledge of brands, which consists of the brand awareness and brand image, constitutes the essence of customer based brand equity. Brand awareness deals with the ability of consumers to recognize and recall that a brand offers a certain product category. Brand image refers to different perceptions that consumers hold in their mind, which result from communicating the brand identity to the market. Familiar brands, which are well known by consumers generate a better brand image. This may be because of the halo effect by which consumers generalize their impressions on well known attributes and developing more complete knowledge structures (Martinez et al, 2009: 307). Compared with the non users of parent brands, consumers who have better knowledge are more likely to have greater liking, familiarity and involvement with the brand. Direct experience with the brand may lead to greater familiarity, stronger brand associations, richer cognitive structures and stronger memories, which in fact may result in more favorable brand affect. For the most of the brands, direct experience is likely to be largely positive because high expectations are likely to be confirmed by experience (Kirmani et al, 1999: 89).

Analyzing the transfer of brand associations between the parent brand and the extension product is necessary when considering the success of a brand extension strategy. Consumers mentally interchanges their knowledge for the brand and the category of extension product, generating changes in the brand image and brand positioning (Martinez et al, 2009: 305). Consumers may use brand familiarity as a guide for choosing products. Brand extensions of extremely familiar brands might receive greater success and future revenues and create a higher return of stocks than the brand extensions of less familiar brands (Lane and Jacobson, 1995: 66).

2.5. Perceived Risk

Perceived risk is an important issue on the brand extension literature which implies that consumers experience pre purchase uncertainty regarding the type and the degree of expected loss resulting from the purchase and using of a product. There are three types of risks associated with the purchase decisions: Social, financial and performance. Each type of risk is usually viewed as being composed of two opponents. The first component is the possible outcomes linked with the purchase decision. The second component of risk is related with the uncertainty of the outcomes. As potential outcomes are perceived to become either more negative or more uncertain, the level of perceived risk linked with the purchase is likely to be increased (Delvecchio and Smith, 2005: 185).

Purchasing products in new categories cause greater perceived risk amongst consumers, but reliance on well known brand names is a good way of reducing perceived risk. Well known brands which have higher perceived reputation should provide consumers with better risk relief and encourage more positive evaluations than the brands with lower reputation. It is believed that a well recognised brand is usually relied upon by the consumers as a mean of coping with perceived risk. A brand which is extended into a new product category offers a new alternative for consumers, but also impacts on the risk they perceive. A well known brand is mostly seen as a risk reliever and enhances the likelihood of the extension product's trial (Hem et al, 2003: 783-788).

As the risk perceived by consumers increases, consumers may begin to prefer brand extensions in similar product categories instead of dissimilar extensions (Chang et al, 2010: 393). The level of perceived risk would be greater when the extension product is dissimilar to the parent brand category,

in which case transferability of the parent brand's quality to the extension product would be more questionable (Yeo and Park, 2006: 273).

Extending into a dissimilar product category implies more risks in terms of perceived quality, prevention focused consumers are more likely to evaluate the extension product less favorably than those with a promotion focus. Prevention focused consumers like to minimize the risks and evaluate a more similar category extension more favorably because it is linked with fewer risks, however, promotion focused consumers are more concerned about maximizing their benefits and evaluate a benefit overlap extension more favorably because it provides their expected benefits (Chang et al, 2011: 394-395).

3. Research Methodology

In this section, the aim of the study, the research model, scales and findings will be explained.

3.1. Aim of the Study

As a result of the higher entry costs of the markets and high risk of failure, more and more companies now deciding to use the brand extension strategy as a strategic growth option. The current research investigates the antecedents of the brand extension success by examining a well known brand operating in the beauty care industry.

3.2. Conceptual Model and Research Hypotheses

In this part of the study, a conceptual model was developed for examining the antecedents of the brand extension success. Perceived quality, perceived fit, consumer innovativeness, consumer knowledge and perceived risk were determined as the possible success factors of the brand extension. The conceptual model of the study is given in the Figure 1. In this model, "perqual", "perfit", "coninv", "conknow", "perrisk" and "success" variables represent the "perceived quality", "perceived fit", "consumer innovativeness", "consumer knowledge", "perceived risk" and the "brand extension success" respectively.

Figure 1. Conceptual Model
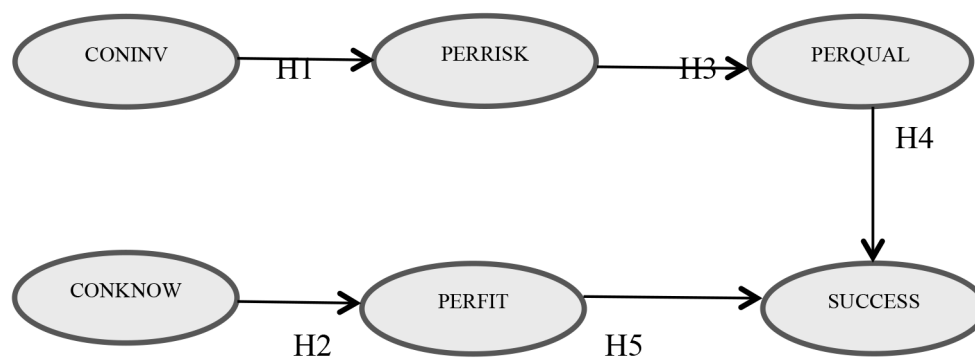
As seen from the Figure 1, the research hypotheses stand thus:

H1: Consumer innovativeness has a positive effect on the perceived risk.

H2: Consumer knowledge has a positive effect on the perceived fit.

H3: Perceived risk has a positive effect on the perceived quality.

H4: Perceived quality has a positive effect on the brand extension success.

H5: Perceived fit has a positive effect on the brand extension success.

After the implementation of the consumer survey, the reliability of the scale used in this research was measured by Cronbach's Alpha. Later, an exploratory factor analysis has been conducted. After gaining available conditions, a structural equation modeling analysis has been applied to test the conceptual model of the study.

The beauty care product chosen in this study is a well known brand which is well known and used frequently in the market. The population of the research was chosen as university students in Bursa.

4.2. Scales

Table 1: Scales Used in the Research

VARIABLES	RESOURCES
Perceived Quality of the Parent Brand	Paul-Datta, 2013; Völckner et. al., 2011; Albrecht et. al., 2013; Sattler et.al., 2010
Perceived Fit	Paul-Datta, 2013; Albrecht et. al., 2013; Dwivedi-Merrilees, 2013
Consumer Innovativeness	Salinas-Perez, 2009; Völckner-Sattler, 2006
Consumer Knowledge	Paul-Datta, 2013; Hem-Iversen-Olsen, 2013; Casey, 2003
Perceived Risk	Völckner- Sattler, 2006
Brand Extension Success	Völckner-Sattler, 2006; Paul-Datta, 2013; Völckner et. al., 2010

The consumer survey consists of 39 questions. The first four questions were designed to define the demographic features of the sample. Those questions were sex, age, education, marital status and the household number. The rest of the questions were used to measure the perceived quality, perceived fit, consumer innovativeness, consumer knowledge, perceived risk and the brand extension success. Those questions were asked on a five point Likert scale with the end points "1= Strongly disagree" and "5= Strongly agree".

4.3. Findings

The research was made of two parts as the pilot research and the main research. After the pilot research, the reliability and exploratory factor analyses were conducted.

4.3.1. Reliability Analysis

A scale used in social sciences is usually tested by the Cronbach's Alpha. The data gathered in the pilot research has been transferred into the IBM SPSS 22 program. The Cronbach's Alpha values found are: 0,90, 0,93, 0,93, 0,85, 0,79, 0,90 and 0,92 for perceived quality, perceived fit, consumer innovativeness, consumer knowledge, perceived risk, brand extension success and the whole scale respectively.

After the reliability analysis, the exploratory factor analysis was conducted to control if the statements of the scale gathered together under the theoretical model and the factors. The KMO and

Bartlett's test shows that the measure sampling adequacy was 0,832. The KMO and Bartlett's test controls if the data set is available for the factor analysis and the value is said to be good as it is close to the value 1. Bartlett's test of sphericity controls if the data set is available for the factor analysis and the result of the test needed to be significant at the degree of 0,05. The results of the Bartlett's test was found significant at the degree of 0,05 and the data set could be said as available for the factor analysis. The factor analysis results indicate that the statements in the scales were appropriate for the structural equation modeling analysis. After the pilot research, a total of 159 questionnaires were collected in the main research and chosen for further analysis.

Frequency analysis of the main research are given in Table 2.

Table 2: Frequency Analysis

Age	Frequency	Percentage	Sex	Frequency	Percentage
18-22	135	84,9	Male	38	23,9
23-27	15	9,4	Female	121	76,1
28-34	9	5,7	Total	159	100,0
Total	159	100,0	**Marital Status**	**Frequency**	**Percentage**
Education	**Frequency**	**Percentage**	Married	39	24,5
Bachelor	139	87,4	Single	120	75,5
Master	16	10,0	Total	159	100,0
PhD	4	2,6			
Total	159	100,0			
Household Number	**Frequency**	**Percentage**			
1	29	18,2			
2	26	16,4			
3	29	18,2			
4	47	29,6			
5	14	8,8			
6 and more	14	8,8			
Toplam	159	100,0			

4.3.2. Testing the Basic Structural Model

In this part of the study, the results of the structural model are given. The structural model and the standardized path coefficients are shown in the Figure 2.

Figure 2: Structural Model- Standardized Path Coefficients
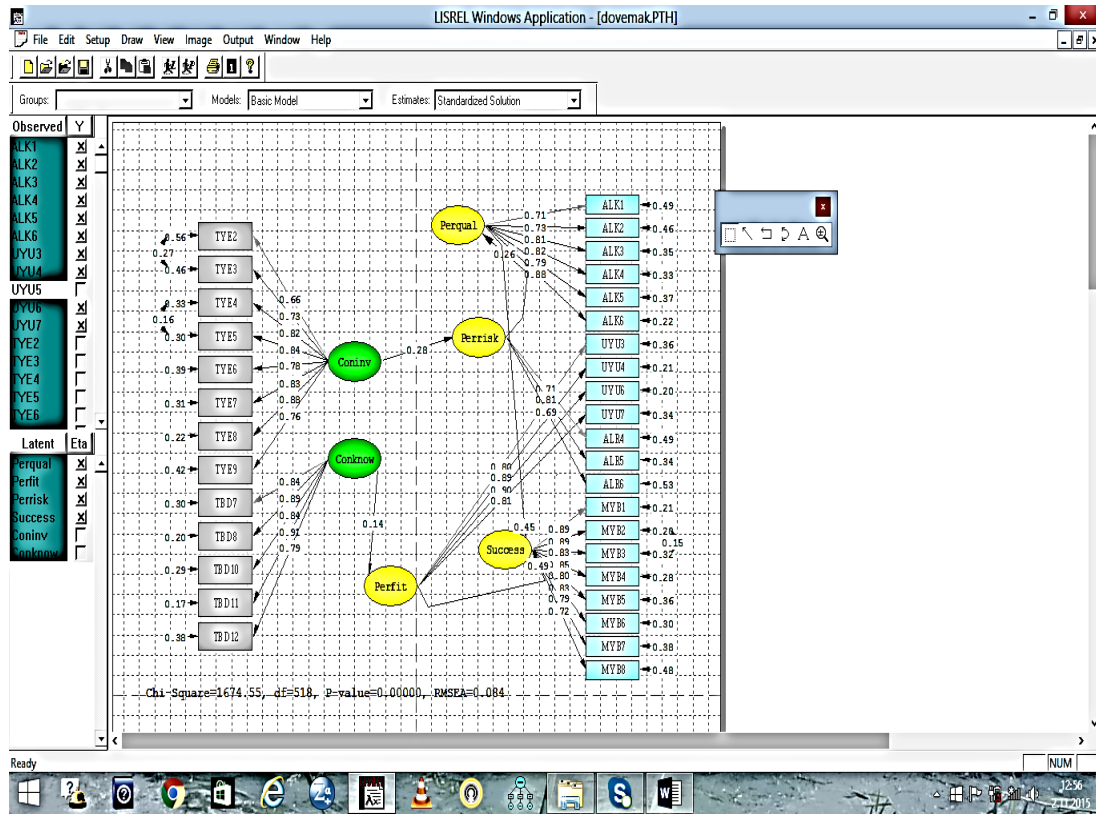
As seen from the Figure 2, all the paths are found to be statistically significant. Results of the hypothesis are given in Table 3.

Table 3: Paths and Coefficients

Hypotheses	Accepted/Rejected
H1	Accepted
H2	Accepted
H3	Accepted
H4	Accepted
H5	Accepted

The paths of the model and the path coefficients are given in the Table 4.

Table 4: Paths and Coefficients

Paths	Value
Coninv- Perrisk- Perqual- Success	0,28- 0,26- 0,45
Conknow- Perfit- Success	0,14- 0,49
Perqual- Success	0,45
Perfit- Success	0,49

As seen from the Figure 2, perceived quality and perceived fit between the parent brand and the extension product have a direct and positive effect on the brand extension success. The structural model

also shows that consumer innovativeness has a positive effect on brand extension success through the perceived risk and perceived quality. The path coefficient between the consumer innovativeness and perceived risk is 0,28 and the path coefficient between the perceived risk and the perceived quality is found as 0,26. Consumer knowledge has also a positive efect on the brand extension success through the perceived fit variable. The path coefficient between the consumer knowledge and perceived fit is found as 0,14, while the path coefficient between the perceived fit and the brand extension success found to be as 0,49. As it can be seen from the Figure 2, perceived fit plays a mediator role between the consumer knowledge and the brand extension success.

The reliability of the structural model can be measured by various statistics. These are called goodness of fit statistics generally. Common used fit statistics are shown in Table 5. Goodness of fit statistics indicate taht the structural model is valid.

Table 5: Goodness of Fit Statistics

The Goodness of Fit Statistics	Value
Chi Square/Degrees of Freedom	3,23
RMSEA	0,084
NFI	0,91
CFI	0,94
RMR	0,078
Standardized RMR	0,082
GFI	0,76
AGFI	0,73

When controlling the goodness of fit statistics; the GFI, AGFI, CFI and IFI values are some important values for checking the model. It can be seen in the statistics that these values are 0,76, 073, 0,94 and 0,94 respectively. These values show that the structural model has good values. The RMSEA, RMR and SRMR values are also high and good for the model.

5. Discussion and Implications

Analyzing the brand extension literature, it can be seen that there are different deductions about the effect of the perceived quality on the brand extension success. For example, considering the Aaker and Keller's pioneer work on the brand extension strategy, they found no direct effect of the perceived quality on brand extension success. But other studies such as Keller and Aaker (1992), Martinez and Pina (2003), Erdem and Swait (2004) and Völckner and Sattler (2006) found that perceived quality is a very important factor on brand extension success. In this study, it was found that perceived quality plays an important role on brand extension success. Perceived quality directly has not only a direct effect on brand extension success, but also has a mediator role between the consumer innovativeness, perceived risk and the brand extension success as well.

Another factor which plays an important role on the brand extension success is the perceived fit between the parent brand and the extension. Perceived fit has taken a lot of interest from the researchers and in most of the studies it has found to be the most important factor effecting the brand extension success. Based on the literature, the chance of the success of the brand extension increases

when there is a greater perceived fit between the parent brand and the extension product. Klink and Smith (2001), Van Riel et al. (2001), Gronhaug et al. (2002) and Nkwocha et al. (2005) are some of the important studies which implicated the importance of the perceived fit on the brand extension success. Similar to those studies, this study also found that there is a positive relationship between the perceived fit and brand extension success. Perceived fit has a direct effect on brand extension success and also it was found as a mediator variable which helping consumer knowledge effecting the brand extension success as well.

Despite the lack of the studies about consumer innovativeness, this study has found that consumer innovativeness is an important factor on brand extension success. Keller and Aaker (1997), Klink and Smith (2001) and Völckner and Sattler (2006) are some of the important studies which investigated the effect of consumer innovativeness on brand extension success and found that consumer innovativeness is an important factor which has an affect on the success of brand extensions. In this study, consumer innovativeness is found to have an effect on brand extension success through the perceived risk and perceived quality.

Consumer knowledge is another important factor which has an effect on the success of the brand extension strategy. Consumers tend to buy the new products of the brands which they know well instead of unfamiliar brands for them. By doing so, they think that it may lower the risks they will face when trying to use a new product. In this study, consumer knowledge has an effect on the brand extension success through the perceived fit. It is not surprising that consumers need knowledge to evaluate if there is a similarity between the parent brand and the extension and so, with high consumer knowledge, they can infer the similarities between the parent brand and the extension so they may make their decisions whether to buy or not the extension product. Broniarczyk and Alba (1994) and Smith and Park (1992) also found that consumer knowledge has positive effect on the brand extension success.

6. LIMITATIONS AND FURTHER RESEARCH

Measuring the important factors of the brand extension strategy is a difficult issue. Enlightening the antecedents of the brand extension strategy has become more important since many companies now choosing this strategy instead of introducing their new products under a different brand name. Even though this study tried to discover the success factors of the brand extension strategy, it has some limitations naturally. The study conducted only in one city of Turkey. The another limitation is that this study was conducted by only one brand and only one sector in the market. Further research may be conducted to discover the antecedents of the brand extension success with greater samples, with more brands and some other industries.

REFERENCES

Aaker, A. D., Keller L. K., (1992), The Effects of Sequential Introduction of Brand Extensions, Journal of Marketing Research, Vol.29, No.1, pp. 35-50

Albrecht, M. C., Backhaus, C., Gurzki, H., Woisetschlager, M. D., (2013), Drivers of Brand Extension Success: What Really Matters for Luxury Brands, Psychology& Marketing, Vol.30, No.8, pp. 647-659

Barone, J. M., Miniard W. P., Romeo B. J., (2000), The Influence of Positive Mood on Brand Extension Evaluations, Journal of Consumer Research, Vol.26, No.4, pp. 386-400

Barone, J. M., (2005), The Interactive Effects of Mood and Involvement on Brand Extension Evaluations, Journal of Consumer Psychology, Vol.5, No.3, pp. 263-270

Bhat, R., Reddy, K. S., (2001), The Impact of Parent Brand Attribute Associations and Affect on Brand Extension Evaluation, Journal of Business Research, Vol.53, pp. 111-122

Boisvert, J., Burton, S., (2011), Towards a Better Understanding of Factors Affecting Transfer of Brand Associations, Journal of Consumer Marketing, Vol.28, No.1, pp. 57-66

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, No.3, pp. 202-210

Carter, E. R., Curry, D. J., (2013), Perceptions Versus Performance When Managing Extensions: New Evidence About the Role of Fit Between a Parent Brand and an Extension, Journal of the Academy of Marketing Science, Vol.41, pp. 253-269

Chang, C. C., Lin, C. B., Chang, S. S., (2011), The Relative Advantages of Benefit Overlap Versus Category Similarity in Brand Extension Evaluation: The Moderating Role of Self- Regulatory Focus, Mark Lett, Vol.22, pp. 391-404

Chen, J. K., Liu, M. C., (2004), Positive Brand Extension Trial and Choice of Parent Brand, Journal of Product& Brand Management, Vol.13, No.1, pp. 25-36

Czellar, S., (2003), Consumer Attitude Toward Brand Extensions: An Integrative Model and Research Propositions, International Journal of Research in Marketing, Vol.20, pp. 97-115

Delvecchio, D., Smith, C. D., (2005), Brand Extension Price Premiums: The Effects of Perceived Fit and Extension Product Category Risk, Journal of the Academy of Marketing Science, Vol.33, No.2, pp. 184-196

Hem, E. L., De Chernatony, L., Iversen, M. N., (2003), Factors Influencing Successful Brand Extensions, Journal of Marketing Management, Vol.19, pp. 781-806

Keller, L. K., Lehmann, R. D., (2006), Brands and Branding: Research Findings and Future Priorities, Marketing Science, Vol.25, No.6, pp. 740-759

Kirmani, A., Sood, S., Bridges, S., (1999), The Ownership Effect in Consumer Responses to Brand Line Stretches, Journal of Marketing, Vol.63, No.1, pp. 88-101

Klink, R. R., Smith, C. D., (2001), Threats to the External Validity of Brand Extension Research, Journal of Marketing Research, Vol.38, No.3, pp. 326-335

Kumar, P., (2005), Brand Counterextensions: The Impact of Brand Extension Success Versus Failure, Journal of Marketing Research, Vol.42, No.2, pp. 183-194

Lane, R. V., Jacobson, R., (1995), Stock Market Reactions to Brand Extension Announcements: The Effects of Brand Attitude and Familiarity, Journal of Marketing, Vol. 59, No.1, pp. 63-77

Martinez, E., Montaner, T., Pina, M. J., (2009), Brand Extension Feedback: The Role of Advertising, Journal of Business Research, Vol.62, pp. 305-313

Martinez, E., Pina, M. J., (2010), Consumer Responses to Brand Extension: A Comprehensive Model, European Journal of Marketing, Vol.44, No.7, pp. 1182-1205

Nasution, A. R., Garnida, N., (2010), A Review of Three Streams of Consumer Innovativeness, Technology Management for Global Economic Growth, Phuket, pp. 1-11

Rühle, A., Völckner, F., Sattler, H., Hatje, C., (2012), Attitude- Based Versus Choice- Behaviour- Based Success of Brand Extensions, SBR, Vol.64, April, pp.125-140

Salinas, M. E., Perez, M. P. J., (2009), Modeling the Brand Extensions' Influence on Brand Image, Journal of Business Research, Vol.62, pp. 50-60

Song, P., Zhang, C., Xu, Y., Huang, L., (2010), Brand Extension of Online Technology Products: Evidence From Search Engine to Virtual Communities and Online News, Decision Support Systems, Vol.49, pp. 91-99

Taylor, A. V., Bearden, O. W., (2002), The Effects of Price on Brand Extension Evaluations: The Moderating Role of Extension Similarity, Journal of the Academy of Marketing Science, Vol.30, No.2, pp. 131-140

Völckner, F., Sattler, H., (2006), Drivers of Brand Extension Success, Journal of Marketing, Vol.70, No.2, pp. 18-34

Völckner, F., Sattler, H., Hennig-Thurau, T., Ringle, M. C., (2010), The Role of Parent Brand Quality for Service Brand Extension Success, Journal of Service Research, Vol.13, No.4, pp. 379-396

Yeo, J., Park, J., (2006), Effects of Parent- Extension Similarity and Self Regulatory Focus on Evaluations of Brand Extensions, Journal of Consumer Psychology, Vol.16, No.3, pp.272-282