UNIVERSITAS INDONESIA

ANALYSIS OF CONSUMER EVALUATION TOWARDS YOGU BUZZ BY SOUR SALLY

THESIS

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FACULTY OF ECONOMICS
MASTER OF MANAGEMENT
JAKARTA
JULY 2010

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Submitted in partial fulfilment of the requirements to obtain the degree of Master of Management

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CERTIFICATE OF AUTORSHIP/ORIGINALITY

I hereby certify this thesis has not been submitted for any degree and is not being submitted as part of candidature for any other degree.

I also certify the thesis has been written by me. Any helps I have received in preparing the thesis and all sources used have been acknowledged in this thesis.

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ABSTRACT

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Sour Sally opening has marked the trend of frozen yogurt started in May 2008. In November 2009, Yogu Buzz by Sour Sally introduced. It is an initiation to reach a new segment, the middle to lower segment by its price scheme that lower than Sour Sally. The objective of the research is to find consumers evaluation of both Sour Sally and Yogu Buzz and how Yogu Buzz affect Sour Sally as its parent brand. The analysis employed compare means, one-way ANOVA, and Paired samples t-test. Main issues Yogu Buzz has are the lack of outlet and low awareness. It is suggested that Yogu Buzz need to expand its outlets and branching out towards outer Jakarta areas can increase Yogu Buzz's visibility. Another concern is Yogu Buzz needs to set effective marketing communication. Related to its effect on Sour Sally, Yogu Buzz viewed as different brand that did not hurt the image of Sour Sally.

Keyword: Line extension, brand management, consumer behaviour

ABSTRAKSI

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Hadirnya Sour Sally di Jakarta pada Mei 2008 menjadi awal *trend frozen yogurt*. Pada November 2009, Sour Sally meluncurkan Yogu Buzz untuk merambah segmen baru yaitu segmen menengah ke bawah, dengan skema harga yang lebih murah dibanding Sour Sally. Tujuan penelitian ini untuk mengetahui evaluasi konsumen terhadap Sour Sally dan Yogu Buzz serta bagaimana Yogu Buzz mempengaruhi Sour Sally sebagai parent brand. Analisis data menggunakan *compare means*, *one-way ANOVA*, dan *paired samples t-test*. Isu utama yang dihadapi Yogu Buzz adalah masih kurangnya gerai dan rendahnya awareness terhadapnya. Maka dianjurkan bahwa Yogu Buzz harus melakukan ekspansi gerai dan memulai di area luar Jakarta yang dapat meningkatkan *visibility* Yogu Buzz sendiri. Hal lain yang perlu diperhatikan adalah Yogu Buzz perlu mendesain program komunikasi marketing yang lebih efektif. Terkait dengan dampaknya terhadap Sour Sally, Yogu Buzz dinilai sebagai merek yang berbeda dan tidak mengganggu *image* Sour Sally.

Kata Kunci: Line extension, brand management, consumer behavior

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CHAPTER 1
INTRODUCTION

1.1 Background

In 2009, Jakartans found their new dessert-darling, frozen yogurt, led by Sour Sally which yogurt had been become the 'It' thing since the very beginning of its opening in 2008. Yogurt has always been perceived as healthy food due to its contents, protein, calcium, riboflavin, and vitamin B12 just to mention a few and it also is a friendly meal for those who are lactose-intolerant, now they can get the same nutritious benefits in milk by consuming yogurt since the bacterial culture in yogurt will convert lactose to lactic acid. With the increasing concern of health by the societies, the urge for healthy meal is raised, not just for the main course but the dessert as well. Perceived to be the healthy meal, yogurt then experienced a whole new era, once only as beverage now it turned into a frozen meal, people called it frozen yogurt, the healthier version of ice cream. In the U.S. itself, frozen yogurt has been showered much love since 1980s, by the 1990s frozen yogurt had had 10% market share of frozen dessert.

Frozen yogurt in Indonesia gained its momentum in 2008 in which everybody is so obsessed with this dessert. Even though not the first frozen yogurt store in Jakarta, it was Sour Sally who was labeled as the leader in creating frozen yogurt (fro-yo) as a lifestyle. Sour Sally targeted the upper-class consumer who believed can spread the fro-yo trend and for that Sour Sally promote its brand with tagline 'U.S. Premium Non-Fat Frozen Yogurt' and opened its outlets on the upper-scale malls, from the first one in Senayan City to Plaza Indonesia and recently in Central Park. With the premium label and the product and outlet design, Sour Sally played in upper-scale market and not only targeted upper-class youngsters but it also appealed to the adults. The marketing effort Sour Sally build is by some partnership with some universities like Binus and Trisakti with special discount offering to the students of both universities, it also partnered with Blitz Megaplex in which Blitzcard holder will enjoy extra discount in Sour Sally's outlets, and releasing Sour Sally membership card, and building exclusive group on facebook in which promotional offerings and new products or events will be buzzed. As for the products, Sour Sally offered various taste of frozen yogurt, from plain, green tea to bubblegum taste and complemented with various toppings so consumer can enjoy their frozen yogurt based on their likings. Aside from yogurt, Sour Sally also has shaved ice, smoothies, and waffle to add variety in the menu. The whole integrated concept from products, outlets, and marketing communication efforts led it to major success. In 2009 pushed Sour Sally to branch out aggressively to maintain its leading position now that more frozen-yogurt outlet opened in Jakarta like Red Mango, Heavenly Blush, Tutti-Frutti, and Smooch just to mention a few. The highly anticipated locals on more Sour Sally also led Sour Sally to penetrate outer-Jakarta area, per early 2010 Sour Sally already opened 24 outlets in Jakarta, Bandung, Surabaya, and Bali with more coming outlets in Jakarta itself as well as Medan, Batam, and international outlet in Kuala Lumpur, and Singapore.

By the end of 2009 it was announced that Sour Sally will have a sister, it is Yogu Buzz by Sour Sally. Yogu Buzz itself is a step-down line extension of Sour Sally, it still serves frozen yogurt but Yogu Buzz is aiming high on targeting middle to lower-class market as it becomes an initiation to introduce frozen yogurt as a lifestyle to the whole. For the mission, Yogu Buzz business designed as a franchise, a strategy adopted to broaden frozen yogurt market in frozen dessert industry. So far, Yogu Buzz has already opened two outlets in middle-to-lower-scale malls, ITC Kuningan and Blok M Plaza. Yogu Buzz by Sour Sally may be viewed as a strategic move, but then again it can also be viewed as risky move especially when Yogu Buzz targeted consumer expecting it as extravagant as Sour Sally contrary to the only-plain yogurt in the menu, higher expectation that does not meet the reality may cause this line extension stumble down, but on the other side, those who viewed yogurt simply as healthy meal than a lifestyle who have been Sour Sally's customer all along but when Sour Sally introduce Yogu Buzz in lower price, there could be potential brand switching which will affect the equity of Sour Sally as the core brand. Aside from that, many believed that frozen yogurt is just a trend that does not necessarily have a long-lived progress, especially with Yogu Buzz targeted middle to lower end consumer who are categorized as trend followers with lack of degree of loyalty towards, so it is risky to do step-down extension when the trend is about to shift unless Jakartans have not found the new dessert-darlings, the frozen yogurt will be here to stay.

Sour Sally, an established premium brand in frozen yogurt product category, initiates a step-down line extension to spread the trend of frozen yogurt by its sister, Yogu Buzz. It is necessary to find how consumers will evaluate not only the new line extension but also Sour Sally as the current market leader in the frozen yogurt market. This necessity came from a step-down extension which can potentially dilutes the image of the current brand but there are some chances that the extension can actually be successful, with Marriott hotel chain as the example. JW Marriott is a widely-popular five-star hotel that operated in major cities all over the world. However Marriott launched a considerably step-down line extension, Courtyard Inn by Marriott. Contrary to the luxury image JW Marriott has, Marriott Courtyard Inn has more down-to-earth vibe as it operated more in the suburban area and targeted economical travelers who are not quite looking for the frills of luxury hotel but more to a hotel they can enjoy the functional benefit of a hotel room. Courtyard Inn by Marriott turned out to be so popular, well-received and successful but at the same time it does not affect the luxurious image of JW Marriott. The analogy is becoming the framework of the importance of this research.

1.2 Problem Definition

Yogu Buzz by Sour Sally has already hit the market late 2009, a step down line extension initiated as a franchise to promote frozen yogurt to the whole Indonesian. The problem arose here whether consumer would well evaluate Yogu Buzz as it has Sour Sally element in it which has been associated with its premium class frozen yogurt and whether consumer would viewed Yogu Buzz by Sour Sally will lessen the premium perception of the frozen yogurt, especially to Sour Sally itself. Since the business has just started with franchise model, it is interesting to find if there is any chance fro Yogu Buzz to compete in the market to rival with established brands.

1.3 Research Objective

The aims of the research are:

- To find out how Sour Sally consumers and Non Sour Sally consumers perceive Sour Sally
- To find out how Sour Sally consumers and Non Sour Sally consumers perceive Yogu Buzz as Sour Sally's line extension
- To find out the effect of Yogu Buzz to its core brand, Sour Sally

1.4 Thesis Organization

The five chapters in the thesis organized in following order:

Chapter 1: Introduction

This chapter provides brief background of the object of this research as well as the problem definition, research objectives, and general methodology used in the research.

Chapter 2: Literature Study

This chapter provides literature and theory as guidelines that build the conceptual structure of the research.

Chapter 3: Industry Background

It provides a general insight on the yogurt and frozen yogurt industry

Chapter 4: Research Methodology

It provides the framework of the research, from the research design, variables, data-collecting method to data-analysis method.

Chapter 5: Analysis and Discussion

It will feature the information analysis and further discussion about the consumer's evaluation of Yogu Buzz and its effect on Sour Sally as the core brand.

Chapter 6: Summary

Summary of the research and some suggestions related to the object of the research will be featured in this chapter.

CHAPTER 2
LITERATURE REVIEW

2.1 Marketing and Marketing Mix

Marketing is one of the business functions that determine the ongoing success of a company since it directly get in touch to the foundations of human's consumption on their needs and wants. On this aspect, marketing as business function deemed as the frontier on the business practice. Theoretically, marketing defined as a social process involving the activities necessary to enable individuals and organizations to obtain what they need and want through exchanges with others and to develop ongoing exchange relationship (Mullins, Walker & Boyd, 2008, p.6). In line with the definition, American Marketing Association (AMA) in 2007 defined marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Based on the AMA definition we captured that it emphasizes on the value creation from an understanding that consumers may buy products to satisfy their needs but they are still looking for the products that gave them the benefits they are looking for. Consumers perceived value differently to each other depends on the length they would go to satisfy their specific needs and wants equal to the benefits they intend to get per money spent. For this, to deliver the value created, a company needed to define its market segments as the beginning of the strategic marketing management. The process of marketing management itself started from the insights gained from the external environment taken to formulating marketing's role in strategy development. Having determined the objectives and strategies, the process turned into market opportunity analysis in which 4Cs analysis is being employed; company, context, customers, and competitors. After that, the development of strategic marketing programs occurred with the basic 4Ps analysis; product, price, place, and promotion. Not only that the strategic marketing program development must be shaped in various development scenarios to match any business changes. The process peaked at the implementation and management of marketing programs that have been set.

Furthermore about the 4Ps, they are the core elements of marketing mix, the elements that a company can control to fulfill the needs of the target market. The marketing mix itself defined as the combination of controllable marketing variables that a manager uses to carry out a marketing strategy in pursuit of the firm's objectives in a given target market (Mullins, Walker & Boyd, 2008, p.19).

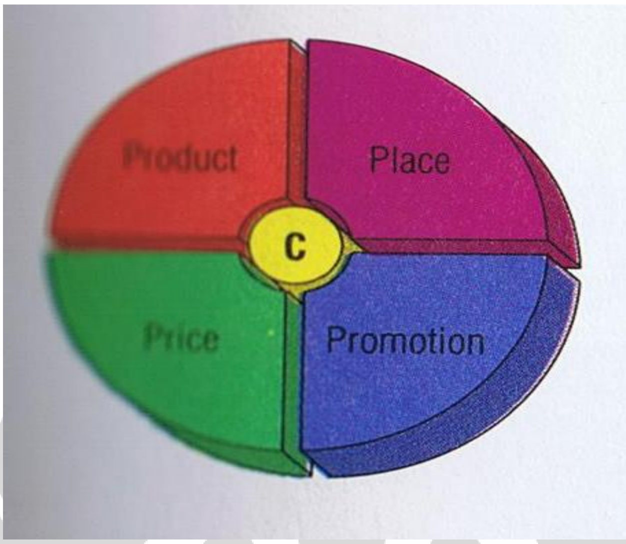


Figure 2.1 The 4Ps in the marketing mix

Source: Mc.Carthy & Perreault Jr. Essentials of Marketing. 1991. p.33

Those 4Ps are complementing each other in the development of marketing mix (McCarthy & Perreault Jr., 1991).

- Product, at this element, a company concerned on the development of the products that met the target market needs and wants. Not only for the tangible features but also the branding strategy, the quality, warranty, and the ability to be developed into product lines
- Place, it focused on how and where the products will be marketed so it ca reach the target market. The distribution channel is the main issue of the placement strategy and it takes its own strategy to getting it right, in term of delivering the effective flow of products.
- Promotion, this element concerned more on the communication of the products to the audience, specifically to the target market. The promotion blend will employ personal selling, mass selling, and sales promotion activities (McCarthy & Perreault Jr., 1991).

- Price, the consideration of price-setting for a product should be well schemed. Not only it requires careful strategy related to the product performance in the market contra the competitors but it also requires the scheme that suit the company's objectives.

2.2 Brand

Brand has been existed in centuries as it was used to distinguish a product; it will differentiate products as well as becoming the identity than consumers ca recognize. When it comes to brand, the basic things that will come up in mind are the names, symbols, logos, or any visual entities that can make a brand met its merit, to be mainly used for identification. Some experts has defined brand on their understandings. Based on American Marketing Association as featured in Keller (2008, p.2) a brand is a name, term, sign, symbol, or design, or combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those on competitions. Keller (2008, p.4) himself stated that a brand is more than a product because it can have dimensions that differentiate it in some way from other products designed to satisfy the same need.

Nowadays, brand can not be just summarized based on certain definitions. Branding now are taken to the next level as it also create a mix of all those elements set by the company and the emotional bond the consumers have toward a brand. To facilitate the well-attached intangible attributes and values related to a brand, the objective of branding should be set into creating unique and attractive offering that accommodates the rational and emotional needs of customers better than competitors (Temporal, 2000). By having emotional bonds, there will be certain loyalty from the customers so they can evaluate that even if there are other offerings from the competitors, they can not be guaranteed on having the same emotional values and bonds from the brand the customers are loyal to.

The support of the emotional bonds' importance in branding strategy was strengthened again by Temporal (2000, p.24) as he stated that features and attributes, and emotional benefits are two basic elements of success brand. Features and attributes are the two that directly related to the products and they are the frontline of brand evaluation by consumers. On the other hand, emotional benefits gave customers extra value as the emotional benefits related to beliefs, associations, and feelings customers had that made them found the brand relatable. Temporal (2000, p.26-27) also stated that there are three approaches that can be utilized in brand building effort based on those two main elements of the brand.

- The product-centered model which can be utilized should a company focus on brand promotion that emphasizes the functional benefits the brand has.
- The values-and-personality-centered which employed when a company wanted to create a product based on certain personality or character so people can engage to.
- The yin-yang model which stated the urgency of building a brand on similarly proportionate rational and emotional aspects to reach balance.

Having the brand built, a company must have taken some thoughts on the meaning of the brand to it. Consumers, as well, viewed the role of the brand in certain ways that became the source of the image they are going to perceived on the brand based on the attributes, personalities, or values addressed to the brand by the company. Keller (2008, p.7) mentioned that the role that brands play for both company and consumers summarized in table 2.1 below.

Table 2.1 Role of brands for consumers and company

Consumers	Company
Identification of source of product	Means of identification to simplify handling and tracing
Assignment of responsibility to product maker	Means of legally protecting unique features
Risk reducer	Signal of quality level to satisfied customers
Search cost reducer	Means of endowing products with unique associations
Promise, bond, or pact with the maker of product	Source of competitive advantage
Signal of quality and symbolic device	Source of financial returns

Source: Keller, Kevin Lane. Strategic Brand Management. 2008. p.7

2.2.1 Brand Equity Concept

As the brand management takes turn and emerged as one of the vital function in a management system, the viewpoint of brand equity concept arise. However there is still no common concept to measure brand equity. According to Keller (2008, p.38) brand equity concept that being agreed on is that the differences in outcomes arise from the 'added value' endowed to a product as a result of past marketing activity for the brand, and that brand equity provides a common denominator for interpreting marketing strategies and assessing the value of a brand.

Taken from his concept of brand equity in Managing Brand Equity, Aaker re-state it in his book, Brand Leadership (2000, p.17) that brand equity is the brand assets or liabilities linked to a brand's name and symbol that add to or subtract from a product or service. Another definition stated by Marketing Science Institute in Keller (1998) that brand equity is the set associations and behaviors on the part of brand's customers, channel members, and parent corporation that permits the brand to earn greater volume or greater margins than it could without the brand name that gives the brand a strong, sustainable, and differentiated change over competitors (Nany, 2002, p.12).

2.2.2 Customer-Based Brand Equity

A strong brand proved to be advantageous for a company. Aside from the well-performance product in the market that resulted in more profit gained, it also brought greater loyalty (Keller, 2008). Greater loyalty is a sign of strong customer base as well, so the stronger the brand perceived by the customers, the better chance a brand build its equity. The concept reflects the customer-based brand equity. Keller (2008, p.48) defined customer-based brand equity as the differential effect that brand knowledge has on consumers response to the marketing of the brand. Related to customer-based brand equity, a pyramid of brand building explained more about this concept (Keller, 2008)

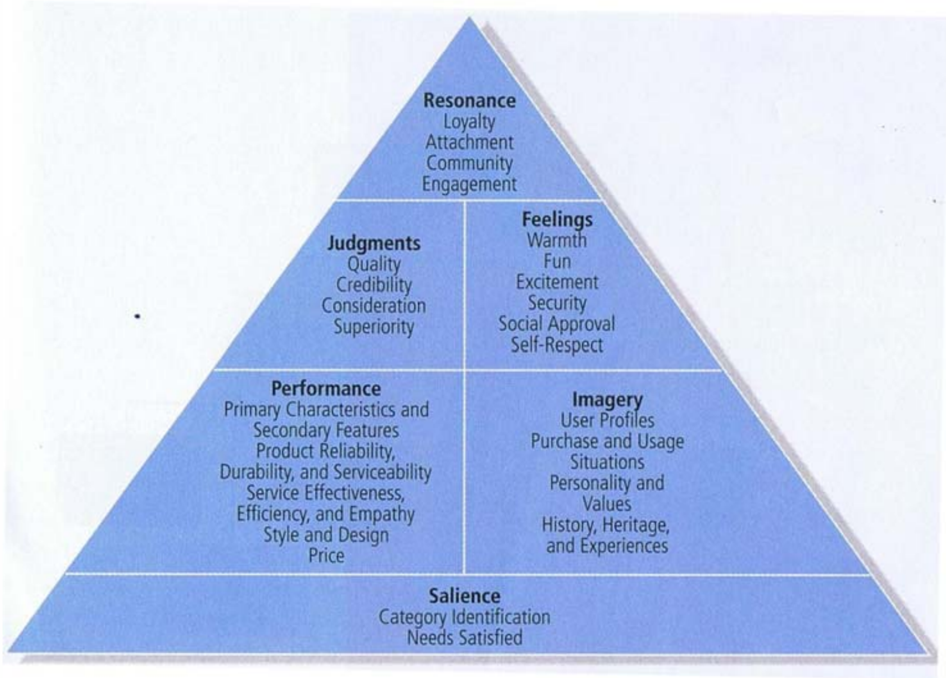


Figure 2.2 Customer-based brand equity pyramid

Source: Keller, Kevin Lane. Strategic Brand Management. 2008. p.61

The brand pyramid gives an understanding on how a brand built, it is not enough building a brand from the left route or the rational route but the right route or the emotional route also plays important role in brand development. At the very first stage, a brand can be build if the consumers are aware of it, which then become the main focus on the first block, brand salience. At this stage the depth and breadth of awareness are measured and it is necessary to form a brand identity that will strengthen the awareness towards the brand.

At the second part of the pyramid consumers will evaluate the attributes of the brand; on the rational route the evaluation will be related to the performance of the product while on the emotional route it is all about the imagery or the expected intangible value related to how well the sharing values consumers and brand have. Keller (1998) stated two elements of the attributes, the product-related attributes and the non product-related attributes (Nany, 2002, p.22).

- Product-related attributes shows the tangible materials that formed the functional feature of a product. In the brand pyramid, the product-related attribute represented by the 'Performance' block as the stage in which consumers have the chance to relate to a product based on the rational of the product offered.

- Non product-related attributes shows the intangible aspect consumers have towards a product. This kind of attributes represented in the 'Imagery' block of the pyramid. Non product-related attributes relates to indirect trigger that will affect consumers' purchasing behavior and consumption pattern.

At the third stage of the pyramid, the objective of brand building changed to create positive and accessible reactions (Keller, 2008, p.61). At this stage, the rational route takes turn on the 'Judgments' block while the emotional route takes turn on the 'Feelings' block. Consumers formed attitude towards a brand at this stage, considering the evaluation of the benefits they felt on the products and they will respond based on the attitude formed. Solomon (2009, p.284) stated attitude has three main constituents that formed the ABC Model of Attitude as listed below

- Affect related to the consumers' feeling about the object, in this case is a product or a brand
- Behavior refers to one's intention to take action about their response towards certain products or brands
- Cognition related to the consumers beliefs on a product or a brand

The ABC model gives a broader understanding on how the judgments made and feelings create in the pyramid.

On top of the pyramid is 'Resonance' block which at this stage loyalty towards a brand can be expected from the consumers as they build relationship with the brand based on the favorable evaluation on the other building blocks. As Keller (2008, p.72) breaks the resonance block into four categories; behavioral loyalty, attitudinal attachment, sense of community, and active engagement. The latter said to be the strongest affirmation of brand loyalty.

To elaborate in general, brand equity build by two main components, brand awareness and brand image (Keller, 2008).

2.2.2.1 Brand Awareness

Awareness towards a brand related to how well consumers' memory can keep the brand at a period of time. Brand awareness component reflects consumers' ability to identify a brand in different situation. Speaking about memory, consumers' exposure towards a brand can increase the chance of being remembered by them as the important part of the memory process is at the retrieval stage. Solomon (2009, p.130) summarized the memory process as shown in figure below

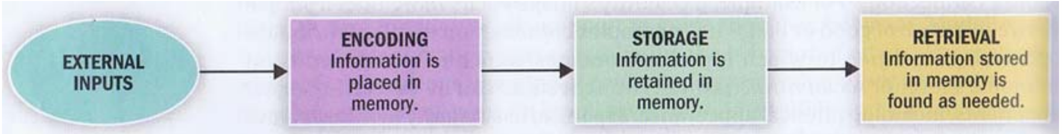


Figure 2.3 The memory process

Source: Solomon, M. Consumer Behavior. 2009. p.130

Brand awareness consists of brand recognition and brand recall. Brand recognition relates to consumers' ability to identify or confirm a brand when they were exposed to that brand, while brand recall relates to how well consumers can retrieve a brand from their memory when they were being exposed to the product category cue or any purchase and usage circumstances (Keller, 2008). Generally when a brand is well-recalled by consumers, a brand might have a strong impact in the consumers' memory and it has a good chance on being the top-of-mind brand. High brand awareness, not only will affect consumers decision and purchasing behavior, but it also will help building and shaping the associations and image for the brand.

2.2.2.2 Brand Image

Positive brand image can be created through marketing programs that link strong, favorable, and unique associations to a brand in memory (Keller, 2008).

- Strength implies to the function of the quantity of information gained and the quality of information processed and retrieved. It was affected by the relevancy of the information and consistency of it over time (Keller, 2008). Generally, the strength of a brand start from the beliefs built by the consumers on brand attributes and brand benefits.
- Favorable are the state in which consumers have formed beliefs on he brand attributes and benefits. It also related to how well consumers evaluate the likeability factor of the brand that build by desirability and deliverability of the brand.

- Unique related to brand's unique selling proposition which will give a brand an edge over the competitors and increasing its chance to be preferred by consumers.

Another perspective on brand associations by Aaker (2000, p.17) stated brand associations can be anything that connects the customer to the brand. It can include user imagery, product attributes, use situations, organizational associations, brand personality, and symbols. It is then up to the management to determine the associations they wanted to build and how to craft the programs that will help building the associations in order to elevate the brand image.

2.2.3 Brand Positioning

Many stated that brand positioning is about mind game in term of putting values or beliefs in the mind of customer. Hiebing and Cooper stated that positioning establishes the desired perception of the product within the target market relative to the competition (Kasali, 2007, p.526). To link it on the previously discussed unique associations, there are several things to be considered on brand positioning as listed by Kasali (2007, p.527-533).

- Positioning related to product attributes
- Attributes chosen should be unique
- Positioning should be meaningful and means something to the consumers
- Positioning needs to be stated
- Positioning is a communication strategy and it is dynamic

Based on that we can infer the key in positioning is delivering unique selling proposition. It started with defining the points of parity and points of difference. While points of parity are shared associations with competitors, the points of difference is the one that can be the starter of a brand's competitive advantage as those will have the brand associated strongly in consumer's mind. Points of difference will also elevate a brand's valuation by consumers to the point of belief creation that the brand is the one they trust in (Keller, 2008).

Furthermore Kasali also stated several ways in positioning a product (2007, p.539-542).

- Positioning based on product's unique feature

- Positioning based on product benefit
- Positioning based on usage
- Positioning based on product category
- Positioning based on competitors
- Positioning based on imagination
- Positioning based on problems as it aims to give solution

2.3 Brand Extension

As the context of environment changes, the idea of business development is essential for a company, especially for its products. Brand extension is one of the strategic options a company can pursue. Keller mentioned brand extension occurs when a firm uses an established brand name to introduce a new product. Brand extensions fall into two categories (2008, p.491)

- Line extension which occurs when parent brand is used in new product in the same product category to target new segment.
- Category extension occurs when parent brand is used in new product in the different category.

2.3.1 Advantages and Disadvantages of Extensions

Even though taking extensions as a strategy for a brand is considered good, it is also important to evaluate the feasibility of the extensions launched. Executing brand extensions strategy needs careful and well-planned strategic route. Keller (2008, p.495) stated the extensions can be advantageous to both new product, and to the parent brand and the company. For the new product, the advantages gained through extensions are

- Improving brand image
- Reducing risk perceived by customers
- Increasing profitability of gaining distribution
- Increasing efficiency in promotional expenditures
- Reducing cost of introduction
- Avoiding cost of developing new brand
- Allowing consumer variety-seeking

While for the parent brand and the company, if the extensions do success, the advantages it possibly bring are

- Clarifying the brand meaning
- Enhancing parent brand image
- Bringing new customers into brand franchise
- Increasing market coverage
- Revitalizing the brand
- Permitting subsequent extensions

However the extensions, even though viewed as more beneficial, they also have a chance for failure which will not be a honeymoon for the parent brand and the company should it happens. There is also another side on successful extensions, that it can possibly cannibalize parent brand's sales. Not only the failure and the cannibalization that become the nightmare but there are also other disadvantages that can possibly be brought by extensions (Keller, 2008, p.503).

- Extensions can confuse consumers
- It can encounter retailer resistance
- It can success but hurt the image of parent brand
- It can dilute brand meaning
- Causing company to forgo the chance of developing a new brand

2.3.2 Consumers Evaluation of Brand Extensions

On how consumers see the brand extensions, Keller (2008, p.511) suggests that the start is the baseline case. On the baseline case, the evaluation comes from what consumers have already known about the parent brand the extensions minus the marketing effort. The baseline can also provide insight on how to start the extension and marketing program that can be employed to maximize the extensions effort. The next important thing is how to pursue favorable evaluation from the consumers towards the extensions (Keller, 2008, p.512) as listed below

- Consumers have awareness of and positive associations about the parent brand in memory
- At least some of the positive associations will be evoked by the extensions
- Negative associations are not transferred from the parent brand

- Negative associations are not created by the extensions

From those, it is necessary to put confidence to consumers about the concept of the brand extensions and making sure they believe the associations from parent brand are still possessed by the extensions.

Special case for this research is the vertical line extension which can possibly caused different evaluation due to the direction on the extensions. Stated by Kirmani, Sood, & Bridges (1999) vertical line extensions extend a parent brand name to different variants in the same product category, but usually at different price or quality (Lei, de Ruyter & Wetzels, 2008). However it is needed to be understand that the direction of the vertical line extensions not necessarily reflects the extensions' quality to other products in the same category compete for the same segment. Aaker (1996, 1997) stated that one primary advantage of vertical line extensions is to leverage the brand equity built up among its current customers o enter different market segment (Lei, de Ruyter & Wetzels, 2008).

The vertical extensions can also has disadvantages like stated by Keller (2008, p.515) that the biggest risk factor of a vertical extensions is that it will succeed but cannibalize sales of a parent brand. Another finding on the vertical extension by Lei, de Ruyter & Wetzels (2008) is the step-down ones seemed to be a more strategic direction should the parent brand aims to leverage brand equity and extend profit to the new market segments. At that circumstance, it can be perceived that a company can spread the risk as well as share the profit on both parent brand and the extensions noting that there is a limit set by the company in term of profit taken from the parent brand by the extensions to avoid the possibility of cannibalization.

2.3.3 Brand Extension, Line Extension, and Brand Equity

Line extensions, as previously mentioned, is an extension which occurs when parent brand is used in new product in the same product category to target new segment (Keller, 2008, p.491). The logic of line extensions is that it is a way for a company to adapt to the changing business environment. Hardie and Lodish stated that in may markets, the development of product line extensions is a competitive reality. As product categories evolve, a company must adapt its product line (Harvard Business Review on Brand Management, 1999). Other legitimate reasons for line extensions stated by the Harvard Business Review on Brand Management (1999) are

- Aaker's thought on line extensions can increase a brand's consumer share of requirements within a given product category.
- Energizing a brand
- Expanding a brand's core promise for new users
- Managing true innovations
- Blocking or inhibiting competitors
- Managing dynamic environment

Having understood the logic of line extensions, it comes down to the goal of the extension itself, to be able to achieve its own equity in the new category and contribute on the parent brand's equity (Keller, 2008). Furthermore Keller (2008, p.512-513) summarize how to create extensions' equity on the evaluation point below

- How salient the parent brand associations are in the minds of consumers in the extension context
- How favorable the associations are
- How unique the inferred associations are

As for the extensions' contribution to parent brand's equity, the factors to consider are

- The compelling evidence on the corresponding attribute or benefit association in the extension context
- The relevancy of the attribute or benefit for the parent brand
- The consistency with corresponding parent brand's association
- The strong existing attribute or benefit associations held in consumers memories for parent brand

2.4 Line Extensions in Service Industry

Service defined as the economic activities offered by one party to another, most commonly employing time-based performances to bring about the desired results in recipient themselves or in objects or other assets for which purchasers have responsibility. In exchange for their money, time, and effort service customers expect to obtain value from access to goods, labors, professional skills, networks, and system; but they do not normally take ownership of any of the physical elements involved (Lovelock & Wirtz, 2007, p.15). Viewed from the marketing mix function, certain elements are required to complete the original 4Ps in the regular marketing mix; they are People, Process, and Physical evidence. The 7Ps marketing mix commonly used in the service industry understanding, however, Lovelock and Wirtz (2007) expand the marketing mix to 8Ps, adding Productivity and quality in the service industry's marketing mix constituents.

The dimensions of service quality are the parameter of the good service. Five dimensions of service quality that can be apply to service businesses and relevant for judging the service components of a product offering are summarized below (Mullins, Walker & Boyd, 2008, p.433).

- Tangibles
- Reliability
- Responsiveness
- Assurance
- Empathy

The five are equally important in the service industry that by understanding them, service quality can be improved to meet customers' needs.

For the retail business which has tangible products as the core product, the supplementary service plays a role in supporting the core offering. At this kind of business, supplementary service needs to be designed well to back up the good offerings. The model particularly used in understanding the supplementary service is the flower of service model in which core products surrounded by a cluster of supplementary services (Lovelock & Wirtz, 2007, p.77).

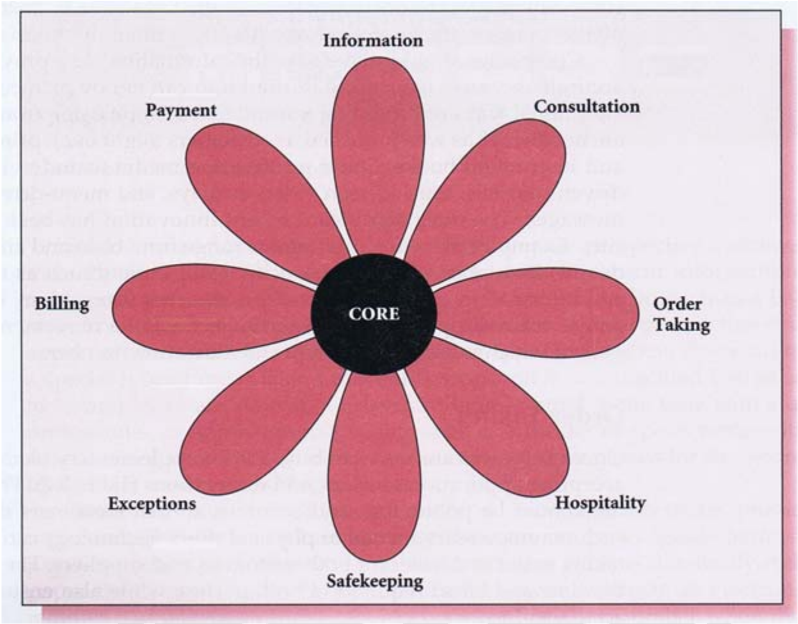


Figure 2.4 The flower of service

Source: Lovelock & Wirtz. Services Marketing. 2007. p.77

To be noted that supplementary services included in the flower of service depend on the positioning of the product. The match is hoped to be well-evaluated by customers as well as lead the company on becoming the best-in-class on providing the supplementary service (Lovelock & Wirtz, 2007) which in the long run will affect the consumers' judgment towards the core offering.

CHAPTER 3
INDUSTRY OVERVIEW

3.1 Yogurt

Yogurt has been known more as healthy fermented milk which was not a part of daily meal for most people including Indonesians. Its typical sour taste made it has its own taste distinction that does not accommodate many people's liking. Yogurt however prevails as the society felt the benefit of it and put more concern on healthy eating habit. Not only it is nutritionally rich, yogurt also good for the digestion system as well as helping weight loss if low-fat ones are being added to the diet. The relevance of yogurt led to more manufacturing effort to make yogurt enjoyable, from creating flavored yogurt to the drinking yogurt.

Indonesians are most familiar with the drinking yogurt. Early on Yakult has been recognized as the leading brand on the packaged-drinking yogurt category. A top brand survey in 2009 conducted by Frontier consulting group featured in Marketing magazine proved the strong brand of Yakult as it led the survey in the packaged-drinking yogurt category becoming the top brand with top brand index 85.7%.

Table 3.1 Top brand category of packaged-drinking yogurt

2009		
Merek	TBI	
Yakult	85.7%	TOP
Vitacharm	5.6%	
Calpico	2.7%	
Activia	2.6%	
Yoghurt Mella	1.0%	

Source: Frontier in Marketing 07/IX/Juli 2009

Yakult edged out other packaged drinking yogurt like Vitacharm (top brand index 5.6%), Calpico (2.7%), Activia (2.6%), and Yogurt Mella (1.0%). Through a shelf observation in two supermarkets (Giant and Farmer's Market), the packaged-drinking yogurt brands are quite many, aside from those five mentioned earlier there are also Elle & Vire, Yummy, Cimory, Biokul, Queen, Nice, Milkuat, Danone Yogurt, and Emmi Swiss Premium. Not only they served plain yogurt but they also come in flavored yogurt in a price range for medium package started from Rp 5.000 to Rp 30.000 depend on the brand and the volume.

Since the emergence of frozen yogurt, the yogurt business has taken its turn to be more noticeable. Gaining the momentum from the part of society who is more aware of healthy diet, yogurt business emerged as a feasible business, and it is considered a feasible home business. Home-made yogurt started to emerge, targeting consumers from all-ages who recognize the benefit of yogurt to those who simply just like it. Rumah Yogurt is one of the home-made yogurt producers who start yogurt business when the yogurt became a massive trend in 2009. As featured in Good Housekeeping written by Deselia (2010), it was revealed that there are potentials to be developed by Rumah Yogurt, in term of product, now Rumah Yogurt has pretty wide range of product line with price range Rp 6.000 for the cup package to Rp 35.000 for one-liter package. Originally started with yogurt in cup, then developed to one-liter packaged yogurt, then it has smoothies, and more recent a fruit salad with yogurt (Fajar, 2010).

3.2 The Era of Frozen Yogurt

In her The New York Times article, Steinhauer (2007) wrote frozen yogurt in USA first introduced in 1970s, at that time public seemed hesitant to the product simply because its taste. In the 1980s, an initiation of getting frozen yogurt get flavored and sugared came from two frozen-yogurt chain, TCBY and I Can’t Believe It’s Yogurt. The flavored frozen yogurt attract consumers due to the edge yogurt has, its nutritional benefits and believed to be the better alternative of ice cream that came in low-fat and lower-calorie dessert. The momentum lost when ice cream strikes back by introducing reduced-fat ice cream which affect the frozen yogurt business. Based on International Dairy Foods Association in 2005 only 65 million gallons of yogurt made, a significant decline compared to the 1990 with 117.6 million gallons (Steinhauer, 2007).

The trend of frozen yogurt was going back to basic; the sour taste of yogurt was brought back. Steinhauer stated that it was Red Mango in South Korea who started it in 2004. While in the USA, in 2005 two Koreans, Shelly Hwang and Young Lee opened Pinkberry on West Hollywood. Pinkberry then became a huge success and when competitors emerge, Red Mango and Kiwiberry, made frozen yogurt became the new dessert darling.

In Indonesia, the trend of frozen yogurt started by Sour Sally in 2008. Opening its first outlet in Senayan City, Sour Sally has taken Jakarta by the fro-yo fever and people are get in the long queue just to get the taste of the dessert once called healthy ice-cream. The arrival of Sour Sally seemed to be a sweet treat for Jakartans who were surrounded by café as they were looking for another place to hang-out or a dessert they can enjoy but considerably healthy. Ever since, Sour Sally has been the leader in the frozen yogurt category, it was Donny Pramono, the man behind the success of Sour Sally. He is a frozen yogurt lover, since he lived in Los Angeles pursued his study, he witnessed how frozen yogurt taken the city by storm and ever since, has fallen in love to it. Coming back to Indonesia he recognized the shifting trend in local society, especially in Jakarta, that more people concerned on healthy lifestyle, including healthy diet. With the 'US Non Fat Premium Frozen Yogurt' claim, Sour Sally lives up to it, from importing the dry ingredients, including the non fat powdered base, from the USA (Siregar, 2009), the price to the marketing effort and outlet design. The first opening in May 2008 has become the stepping stone for Sour Sally and the rest is history.

Major expansion conducted by Sour Sally not only in Jakarta, but it also has new outlets in Bandung, Surabaya, and Denpasar. Not only in the placing, the product also gets adjusted over time. It was starting with original plain and green tea flavor, now it has pinklicious, bubblegum and melon mint flavor as the new addition to meet customers' needs. Other than that, Sour Sally introduced series of toppings that came in pretty wide range, from fruits to chocolate chips and the new line of yogurt-based product also introduced, like the Smoothies, Pinklicious Waffle, Cheerz Bite, to the current Yogurt Parfait. Marketing communication also plays important role in the success of Sour Sally. Since its opening, it was the media who actively engaged with the activities of the brand; Sour Sally known for being able to maintain good relation with the media. In an interview in Franchise, Mr. Pramono stated that his business designed as lifestyle media which not only providing new alternatives of dessert but also built a relationship with the consumers whom he refers to as ‘Sahabat Sour Sally’ (Hidayat, 2010). Held some competitions also strengthen Sour Sally position in the market, the recent one is the Sally Loves Mazda, a photo competition in line with the launch of Sour Sally’s melon mint flavor, also as a part of Sour Sally’s 2nd anniversary. In term of service, Sour Sally now has catering and delivery service to get closer to the consumers while its facebook fan page is filled with fans and Sour Sally utilize that as the tool to communicate their new products, services, outlet openings, to the opinion pool.

Since frozen yogurt became the new dessert darling, more frozen yogurt outlets were opened. Today, consumers are being faced with many options of frozen yogurt. Red Mango, finally arrive in Indonesia in 2009, leveraging its international reputation and the heavy promotion through its facebook page and its claim as ‘Leonardo DiCaprio’s favorite yogurt’ in its outlets. J.Co, well known as the provider of premium donuts and coffee introduced J.Cool which then became a hit due to its cheaper price as it enriched J.Co’s offerings. Smooch and Tutti-Frutti, two frozen yogurt chain, build a new store concept in which consumers can mix and match their favorite frozen yogurt in self-service yogurt machines available in the outlets. While Maru delivers Japanese-style toppings for its frozen yogurt, the style that made this brand have a unique feature/offering compare to other competitor brands in frozen yogurt category.

The success does not make Sour Sally stopped the expansion. In November 2009, Sour Sally introduced its sister, Yogu Buzz by Sour Sally. Yogu Buzz considered as the extended hands by Sour Sally to communicate frozen yogurt to the whole part of the society. Strategically, it was an initiation for Sour Sally to penetrate the lower segment to strengthen its position in the frozen yogurt market. The vertical extension, considerably a step-down one, is offered at lower price range compare to Sour Sally which lead to a thought of Yogu Buzz as the flanking brand to tackle the frozen yogurt provider who serves fro-yo at lower price. Yogu Buzz served its single cup at Rp 14.500 close to J.Cool’s at Rp 15.000 or SweetBearry’s at Rp 15.000. The business model set for Yogu Buzz is franchise so there will be more flexible direction through the franchise partnership for Yogu Buzz to live up to its tagline ‘Fro-yo fro Everyone’.

CHAPTER 4
RESEARCH METHODOLOGY

This chapter provides a further elaboration of the marketing research theories and steps applied in conducting this research. The explanations featured in this chapter are the research design, questionnaire design, sampling and data collecting, and analysis method. All these structures are the foundation of this research of consumer evaluation of Yogu Buzz by Sour Sally.

4.1 Research Design

The research design used will be the framework for the research as a whole in order to gain information needed to fulfill the research objectives. According to Malhotra (2007), research design classified into exploratory and conclusive research design, while conclusive research design can either be descriptive or causal research. The three types have different objectives, while the exploratory research is aiming to search thoroughly on certain insights and understanding on a problem or issue, the descriptive research is aiming to describe something, usually market characteristics or functions, including specific predictions. Aside from the two, there is causal research, a research design which objective is to work on the cause-and-effect relationship of a problem.

Definition-wise this research fits well on the descriptive research as it is aiming to find out how well consumer evaluate Yogu Buzz as a step down line extension of Sour Sally and its impact on Sour Sally as the core brand. In descriptive research the elements of the research must be specific and this research employed cross-sectional design. However, this research is preceded by an exploratory research in term of collecting secondary data on the current frozen yogurt outlets currently on the market as well as the competition in frozen yogurt industry and literature study to find another finding or study related to the line extension.

4.2 Questionnaire Design

In a previous study of Rexona for Men as the line extension of Rexona (Nany, 2002), two main variables are employed to measure the consumer evaluation of Rexona for Men and how it affects Rexona as the parent brand. The two variables, brand association and consumer's attitude, will be adapted to this research as the operating variables as well as brand awareness, usage, loyalty, and demographic profile of the respondents. These variables are also supported by the customer-based brand equity pyramid (Keller, 2008) that stated brand salience (awareness), brand performance, brand imagery, brand judgments, brand feelings, and brand resonance are the building blocks of how consumer evaluates a brand.

Based on these findings, the variables' categories and scales used to measure the construct in the model, taken directly or adapted from previous study and existing literature, are described in table 4.1. The main variables that will be measured in this research are the brand association, attitude towards the brand, and loyalty. Brand association measured on both Sour Sally as the parent brand and Yogu Buzz as the line extension. Based on an in-depth interview, there are ten attributes that will be used to evaluate both brand association. The ten attributes are

- Premium yogurt product
- Yogurt for modern and trendy individual
- Well-taste and refreshing yogurt product
- Fro-yo at a reasonable price
- Unisex
- Yogurt for all ages
- Interesting ads and promo
- Good for health
- Wide variety of yogurt
- Outlet is in reach

The ten attributes of the brand association variable will be compared on the attributes associated with Sour Sally and those associated with Yogu Buzz. Positive association occurs when consumer evaluation favor both brand in positive manner in which transfer value occurred in between Sour Sally and its line extension, Yogu Buzz.

Table 4.1 List of the variables measured

Category	Measurement Scale
Brand Salience (Awareness)	Consumer response with the brand they can recall
Brand Performance	Consumer response with the brand usage, including the reliability
Brand Imagery	6-point Likert scale; 1 = strongly disagree and 6 = strongly agree
Brand Association	Consumer evaluates the brand association/brand attribute and brand benefit
Brand Judgments and Brand Feelings	6-point Likert scale; 1 = strongly disagree and 6 = strongly agree
Consumer's Attitude	Consumer evaluates their attitude towards the brand
Brand Resonance Loyalty	Consumer response with the loyalty towards the brand

Meanwhile, the attitude towards the brand will be measured by statements based on ABC Model of Attitude which include the point of having line extension towards the parent brand and vice versa. The variable is used to measure how Yogu Buzz affects Sour Sally as the parent brand. The evaluation will vary from the Sour Sally consumer, brand competitor consumer, and the non-yogurt consumer. The three groups will also exposed by close ended questions in term of measuring the loyalty variable as well as another supporting variable like brand awareness and buying behavior.

4.3 Sampling and Data Collection

The data collected in the research is primary data. The focus of the research, frozen yogurt beverage Yogu Buzz by Sour Sally, is based in Jakarta and even though the company (PT Berjaya Sally Ceria) had initiate more expansion of Sour Sally outside the greater Jakarta, the number of the outlet still outnumbered by Jakarta's Sour Sally. Furthermore Yogu Buzz is still playing in the Jakarta area as it had just opened two outlets, therefore the convenient sampling of Jakartan considered representative of the company's target audience in the frozen-yogurt industry.

4.3.1 Sampling Size and Procedure

The target population of this research is Jakartans, male and female who are aware and/or consume frozen yogurt. The extent of the sample will focus more on metropolitan area of Jakarta. This research used non-probability sampling technique in which respondents were chosen in convenience sampling with the group of students and other organizations that happened to consume the frozen yogurt. In the further survey there will be three classification of sample group that will be surveyed about their attitude towards Yogu Buzz and their loyalty. The three groups consist of the Sour Sally consumers, the competitor brands consumers, and the consumers who did not consume frozen yogurt in the last three months. The preliminary test will require at least 30 questionnaires dissemination for validity and reliability test. Further in this research, it is expected that at least 120 questionnaires will be completed by person-administered survey method commonly referred as face-to-face interview with the respondents.

4.3.2 Data Collection

The object of this research is urban Jakartan and the methods used to collect the data will be through questionnaires with one-on-one interview technique within the three sample group. In order to be objective and precise, the scope of the respondents profile is expected to be homogenous in term of age and education of the segments' profile of the frozen yogurt.

4.3.3 Respondent Profile

Respondents are male and female who lived or spent their daily activities in metropolitan part of Jakarta and are aware and/or consume frozen yogurt. The age range is 17 years old above. Therefore, the respondents that the researcher expects for are college students and executives/employees in their mid twenties above who are familiar and/or consume frozen yogurt.

4.4 Analysis Method

SPSS software will be employed in the data processing. Compare Means analysis and ANOVA will be the function tool that will be used for the data analysis. Pretest conducted to test the reliability of the statements used to measure the variables. The pretest conducted with 30 respondents and the statements measured are those that will be employed to measure brand associations and consumers attitude. The set of statements used to measure brand associations show Cronbach's Alpha 0.657 (Appendix 2) while the set of statements used to measure consumers' attitude show Cronbach's Alpha 0.628 (Appendix 3). At Cronbach's Alpha more than 0.6, it can be stated that the set of statements used to measure both variables are reliable to use (Malhotra, 2007).

As for the data from nominal scale, the procedure will employed distribution of frequency. Cross tabulation itself will be used to measure frequency distribution in the three sample groups and will not be the main analysis of the research. The data measured in Likert scale will be analyzed with compare means in between the three groups, and to view the significant differences between the groups, one-way ANOVA will be employed at the 95% level of confidence.

CHAPTER 5
DISCUSSION

In collecting the data, 135 respondents were interviewed with series of questions but then due to the incomplete response expected from the questionnaires, only 120 that can be used to gain further information on this particular subject of research. The respondents were pre-classified into three sample groups as mentioned earlier; the Sour Sally consumer, the competitor brands consumer, and the consumers who did not consume frozen yogurt in the last three months. Furthermore, 40 respondents were allocated to each group.

5.1 Respondents Demographic Profile

5.1.1 Sex Profile

The quota for each group were 40 respondents, regardless the sexual identity. Having compiled the data, from the total 120 respondents, it was found that male and female respondents were equal in numbers, 60 each, as pointed by the figure below.

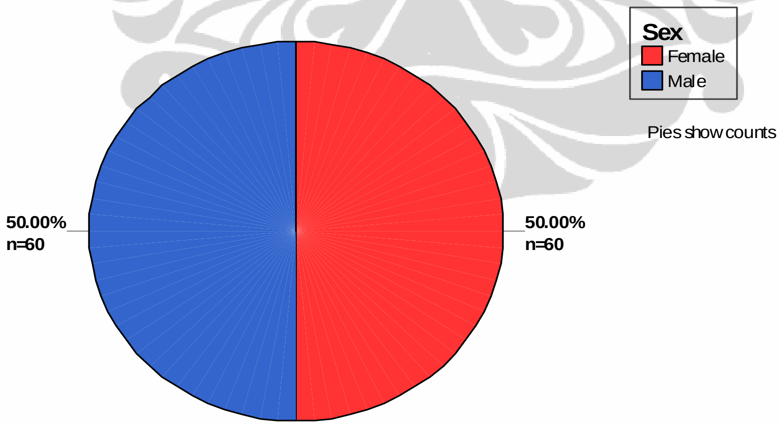


Figure 5.1 Total respondents sex profile

Source: Research data

The original distribution of respondents within the groups were 22 women and 18 men in Sour Sally consumer group, 20 women and 20 men in competitor brands consumer group, and 18 women and 22 men in the consumers who did not consume frozen yogurt in the last three months. Solely based on the sex profile, it is safe to say that frozen yogurt was more appealing to women than men since the idea of having dessert, especially the one that hip like frozen yogurt, relates more to women as they were more in-sync with the on and off in lifestyle than most men.

5.1.2 Age Profile

On the age profile, initially there were five categories that stated in the questionnaire, but the considerably old categories, the 34-39 years old and above 39 years old, were not exposed to this research.

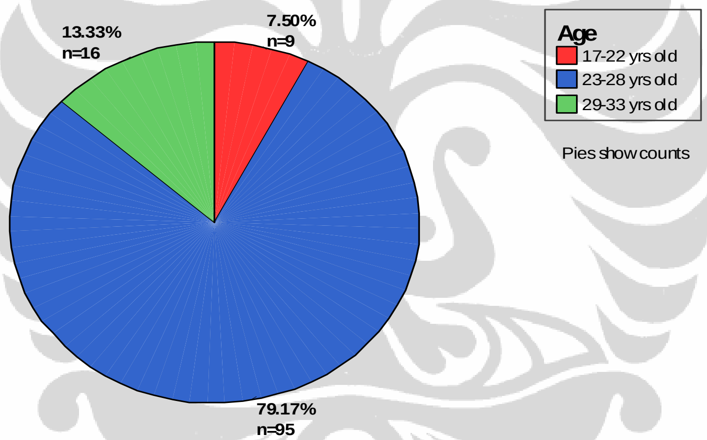


Figure 5.2 Total respondents age profile

Source: Research data

The three age categories exposed to and in the research explained the younger generation at their productive years and on their high to enjoy the latest of everything. Dominate at 79,17% is the 23-28 years old range, showing that at this range of age, people were more likely to keep up with all the happenings in their environment, considering that frozen yogurt has been the Jakartans dessert darling this past two years, it is this age range that most affected to the trend.

5.1.3 Marital Status Profile

Following the dominant 23-28 years old range at the age profile, the single men and women were the dominant respondent. Emphasizing the probability of the respondents being single was actually come from the 23-28 years old range.

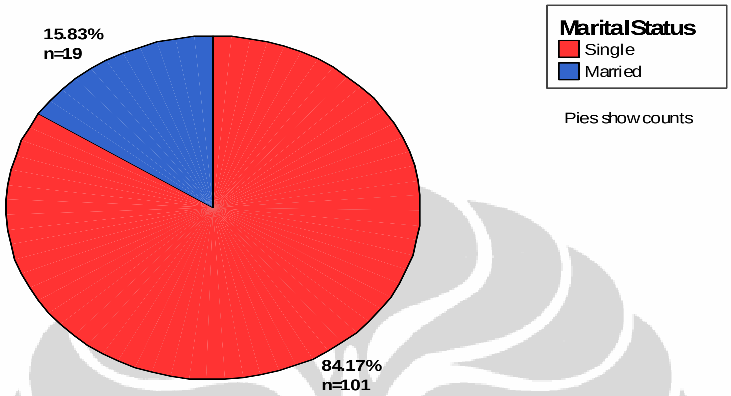


Figure 5.3 Total respondents marital status profile

Source: Research data

Simply putting it as the majority single respondents represents the demographic Jakartans who can still making the most of their time to pay some attention to what is going on in their surroundings. Contrary to the single ones, most married people were changing the direction of their thoughts to the subjects that matter the most for both their nuclear and extended family, excluding the trend of the dessert that might not be the thing that mattered the most. After all it is just a dessert, as one married respondent said in the interview.

5.1.4 Educational Background Profile

As believed, it is more likely for a new product to succeed when being introduced first to the early adopters or the opinion leaders. These people are the ones with good education, as summed up in the image below.

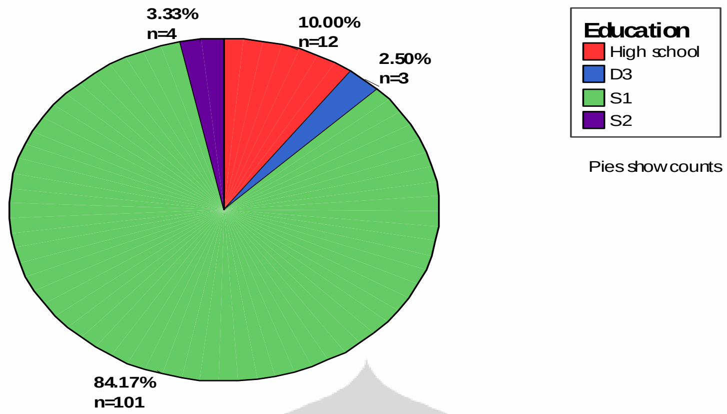


Figure 5.4 Total respondents educational background profile

Source: Research data

Initially, the frozen yogurt trend started with the healthy dessert slogan, leveraging the healthy image that has been known by people. But then again, it was all started with an understanding of the positive value of this trend which most likely came out of the consideration of those who were and still are exposed to better education. Undergraduate degree holders dominate the total respondents, that if completing it, one would be categorized as well-educated. The dominant undergrads as the respondents reflected the actual target market of the frozen yogurt trend.

5.1.5 Profession Profile

As most of the questionnaire interview held in the Master of Management program of Universitas Indonesia, regular and executive class, the portrayal of the profession of the respondents is dominated by students with 45,83%. Trailing in second is the private or BUMN employees with 37,50%.

Arguably, students are the ones who are potentially exposed by a lot of new things. They also, especially those in reputable universities, became the effective agent of influencing their peers that could led to a trend starting from their own inner circle to people around them.

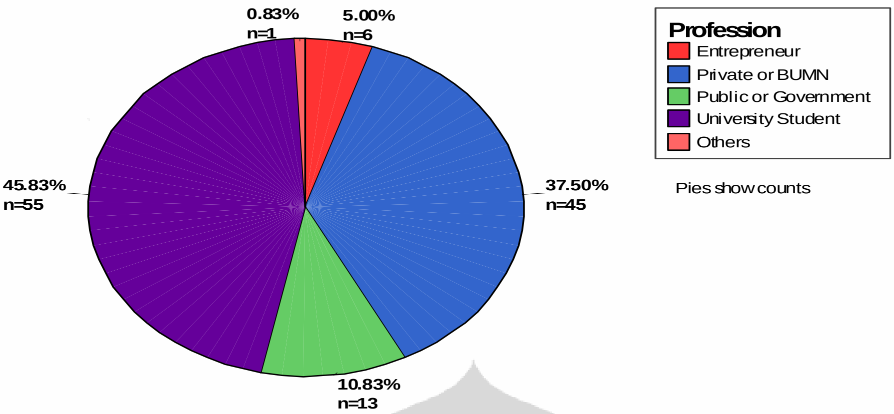


Figure 5.5 Total respondents profession profile

Source: Research data

Summing up the percentage of the private/BUMN employees and public/government employees, it creates 48,33% of employees, surpassing the student as the dominant profession of the respondents interviewed. Employees, much like students, can also be the influencer and the influenced due to the possibility of having good network complemented by having income of their own, which led to the higher purchasing power on primary to tertiary needs.

5.1.6 Dessert Expense Profile

In this research the respondents were divided into specific social economic class based on their expense on dessert which categorized as non-primary needs. The class are A (>Rp 1.000.000), B+ (Rp 500.001-Rp 1.000.000), B (Rp 100.001-Rp 500.000), B- (Rp 50.001-Rp 100.000), and C (<Rp 50.000). The respondents in the interview were mostly from the B class making 64,17% of total respondents and there are 35% from the B+ class.

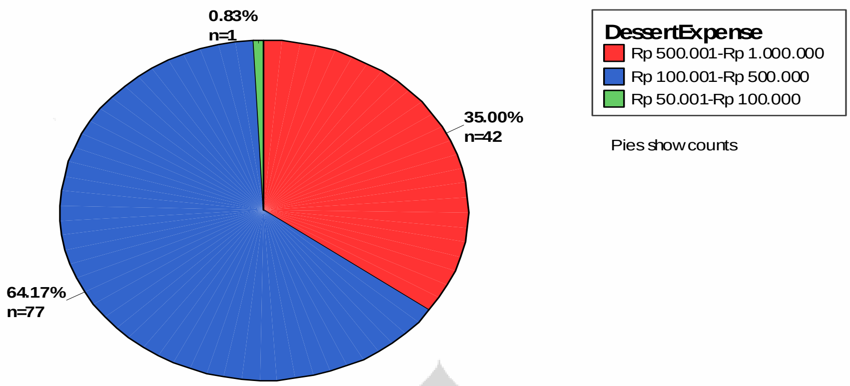


Figure 5.6 Total respondents dessert expense

Source: Research data

Considering the price range of a cup of yogurt from the current players in frozen yogurt industry, it is the people who have moderate to high income that have the higher purchasing power as they can still spend some money on quite a pricey dessert. While the minority 0,83% B- class is more price sensitive especially since dessert is viewed as complimentary or non-essential food, so this class might not be the potential customer for the frozen yogurt industry.

5.2 Brand Recall

Brand recall is one of the foundations of creating brand awareness. It is about how the consumers can mention a brand when exposed to certain product category. In this research, respondents were asked on the brand they can recall from the frozen yogurt category. The brand recall then classified in two unaided awareness errands, the brand that recalled first or the top of mind brand and the brands that recalled later.

5.2.1 Top of Mind Brand

When respondents were being asked about the brand that comes to their mind on frozen yogurt category, the first brand they mentioned is their top of mind brand. In this research, Sour Sally, with 65%, hold the highest percentage of the top of mind brand in the interviewed groups. The other top of mind brands were illustrated on chart below.

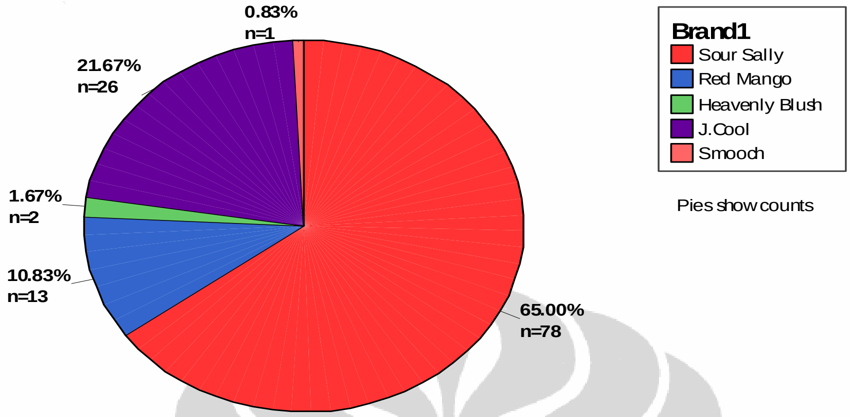


Figure 5.7 Top of mind brands in frozen yogurt product category

Source: Research data

Sour Sally, being the one with the edge in promoting frozen yogurt on the first place, gained the title of top of mind title means that this brand has already put its mark on the local frozen yogurt market. A lot of happenings going on that support Sour Sally, from being the most iconic in making frozen yogurt a hip dessert to its aggressive expansion to reach its market, from outlets opening in almost every hip malls and spots, promotion, community building to outer Jakarta expansion. All those efforts increasing people's experience of the brand, not necessarily the experience in term of purchasing and consuming it, but simply by seeing, hearing or just knowing it had led Sour Sally to be the top of mind brand in this product category.

5.2.2 Total Brand Recall

As brand recall concludes both top of mind brands and the brands that did not recalled at the first place, the result below featured the frozen yogurt brand that consumer can recall, regardless the calling order.

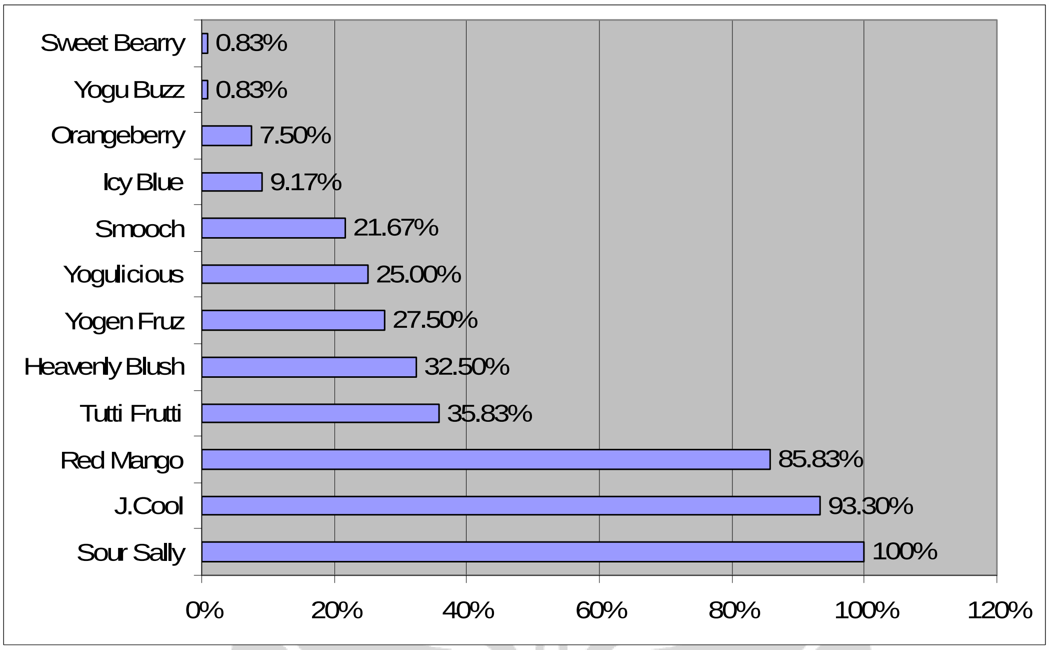


Figure 5.8 Total brand recall of frozen yogurt

Source: Research data

In total brand recall Sour Sally still tops the chart, proving the market leader edge that it has. But not far behind is J.Cool, a spin-off from J.Co donuts and coffee. J.Cool is a follower in the frozen yogurt market but became a serious competitor by leveraging J.Co's outlets. Another competitor is Red Mango, frozen yogurt with international reputation. Unfortunately Red Mango Indonesia did not have as many outlets as Sour Sally has so with the lack of visibility Red Mango could not quite catch up to Sour Sally and J.Cool as people tend to remember the one they themselves experience the most.

5.2.3 Consumers awareness toward Yogu Buzz

The figure above shown that as relatively new entrant in frozen yogurt market, some respondents can recall Yogu Buzz which might be affected by the Sour Sally effect, as parent brand that promotes its new line extension. To find out whether respondents have aware of the existence of Yogu Buzz, another question being asked to them if they have not recalled Yogu Buzz.

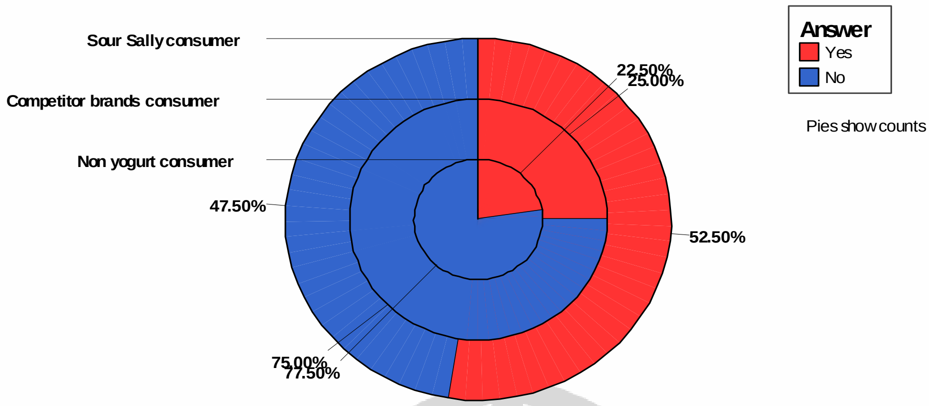


Figure 5.9 Consumers awareness toward Yogu Buzz

Source: Research data

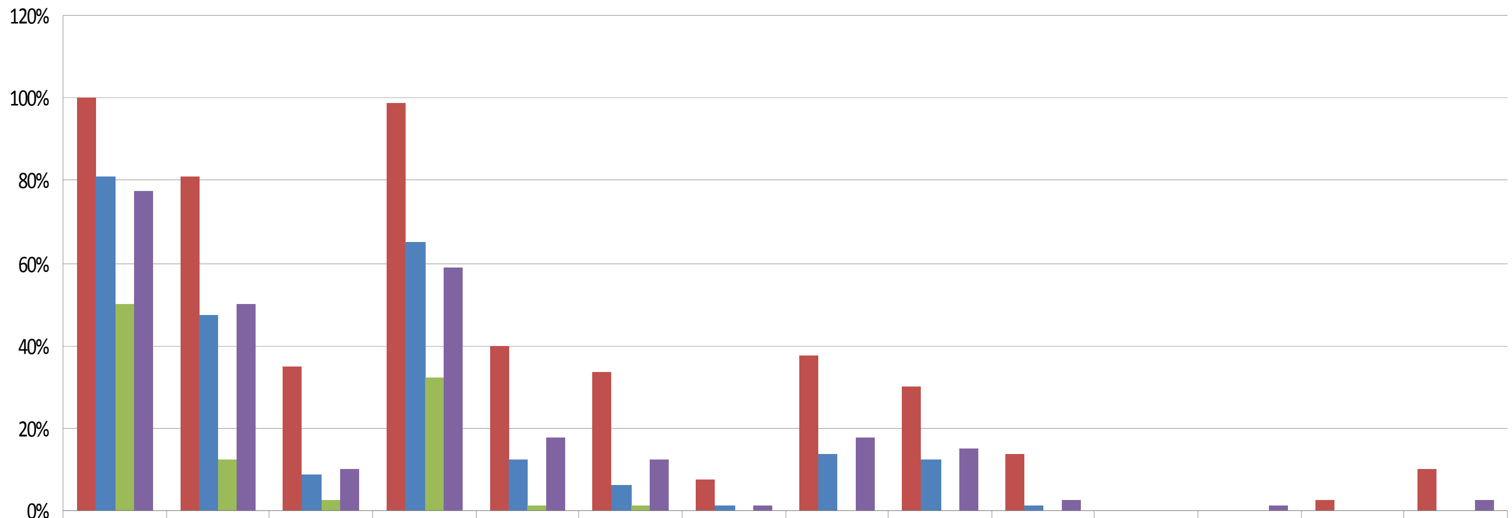
Outer ring shows the response from Sour Sally consumers as 52.5% aware that Yogu Buzz is now in business while 47.5% still have not figured it out yet. Higher percentage from competitor brands consumers and the consumers who did not consume frozen yogurt in the last three months who are not aware of Yogu Buzz with 75% and 77.5% respectively shown by the middle and inner ring. The promotion of Yogu Buzz by Sour Sally apparently could not reach broader audience as consumers have not fully aware of Yogu Buzz.

5.3 Consumer Behavior

Several aspect of consumer behavior in the result will be explained in this section, starting form the consumption pattern of frozen yogurt to the reasons on why they consumed frozen yogurt as well as the reasons not to consume frozen yogurt by the non-yogurt consumers.

5.3.1 Consumption Pattern

In this research, frozen yogurt brand that respondents consume will determine the group they are in. Should the respondents answer Sour Sally as their most consumed frozen yogurt, they will be belong to Sour Sally consumer group and if their responses are other brands, they will be classified as competitor brands consumer.



	Sour Sally	Red Mango	Heavenly Blush	J.Cool	Tutti Frutti	Smooch	Icy Blue	Yogen Fruz	Yogulicious	Orangeberry	Eat Me Alice	Maru	Sweet Beamy	Yogu Buzz
Q5.1 Have been consumed	100%	81%	35%	99%	40%	34%	8%	38%	30%	14%	0%	0%	3%	10%
Q5.2 Still Consumed	81%	48%	9%	65%	13%	6%	1%	14%	13%	1%	0%	0%	0%	0%
Q5.3 Most Consumed	50%	13%	3%	33%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%
Q5.5 Will Be Consumed	78%	50%	10%	59%	18%	13%	1%	18%	15%	3%	0%	1%	0%	3%

Figure 5.10 Total respondents consumption pattern of frozen yogurt

Source: Research data

Figure 5.10 shows the response from 80 respondents; Sour Sally consumer group and competitor brands consumer group. All eighty respondents have consumed Sour Sally in line with its reputation as the brand that recalled the most. Close second with 99% is J.Cool and Red Mango with 81% as the emerged competitor in local frozen yogurt market. In term of the yogurt they consumed the most Sour Sally still edged out its competitors with 50% of the respondents claimed so. It is safe to assume that they consumed Sour Sally the most not only because of the variety of yogurt it has to offer but also the favorable evaluation on the brand itself as Sour Sally led the market to follow the standard of the frozen yogurt. Consider the 81% respondents that stated they still consumed Sour Sally, the tally of 50% in the most consumed category simply because the emergence of competitors whose outlets, promo, and campaigns have sporadically expanded the hip spots like the malls, so now consumers are exposed to more frozen yogurt options. The competitors that these yogurt consumers evaluate favorably as the most consumed frozen yogurt are J.Cool (33%), Red Mango (13%), Heavenly Blush (3%), Tutti Frutti and Smooch each with 1%. The similarity of all the respondents favor most consumed category is their outlets located in the most crowded hip-shopping malls in Jakarta like Grand Indonesia, Senayan City, Mall Kelapa Gading, Mall of Indonesia, Mall Taman Anggrek, and Pondok Indah Mall.

Consumers' willingness to consume certain frozen yogurt in the future reflects their satisfaction level to the product they have consumed now. Sour Sally still tops the chart with 78% still followed by J.Cool and Red Mango with 59% and 50% respectively. As for Yogu Buzz, with 10% stated that they have consumed Yogu Buzz before but none of the respondents consume it the most, however there are 3 % response that stated the willingness to consume Yogu Buzz which can be driven by its lower price than current players, especially to those who do not think of frozen yogurt as prestigious dessert and more price sensitive. Besides, Yogu Buzz has Sour Sally name on it that can be leveraged as the source of quality which helped Yogu Buzz in building its image as it still has room for improvement and more expansion to come.

5.3.2 Time Range of Frozen Yogurt Consumption

It has been approximately two years since frozen yogurt has started to gain its momentum as dessert darling for Jakartans. Sour Sally has been considered the top player as being one of the first successful in promoting frozen yogurt as a part of lifestyle. Started with Sour Sally as the premium brand, some serious players began to emerge ever since. J.Co started a new line of frozen yogurt with J.Cool which served lower price frozen yogurt to the arrival of well known frozen yogurt brand, Red Mango. In this research, the eighty respondents from the frozen yogurt consumers were being asked on the time range consumption of their most consumed yogurt resulted below.

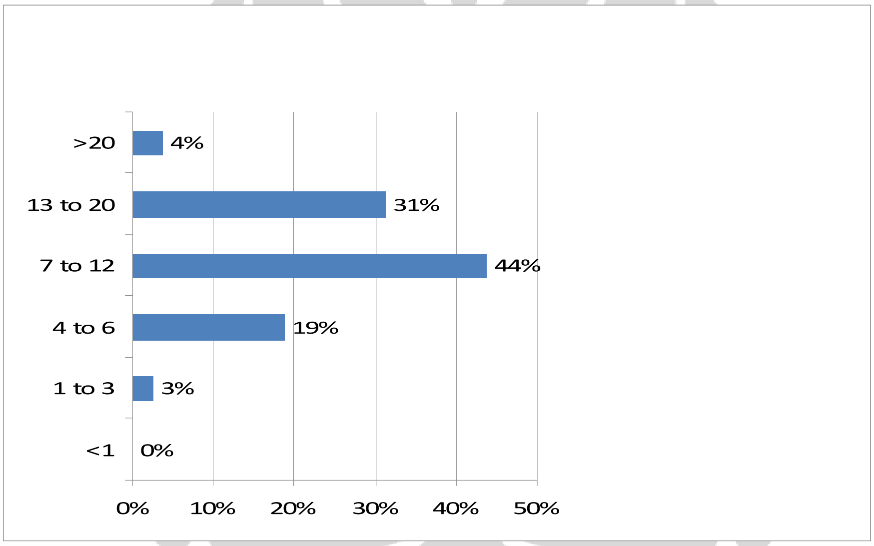


Figure 5.11 Time range consumption of frozen yogurt consumers

Source: Research data

The finding shows that 44% respondents have already consumed their favorite yogurt since 7 to 12 months ago, nearly a year. This time range is the time when frozen yogurt gained its momentum as the new dessert darling, while 31% claimed they have been consumed frozen yogurt 13 to 20 months and 4% stated they have been consuming frozen yogurt more that 20 months or almost two years. The figure shows also the product user characteristics. The 4% represents the early adopters who possible be the taste maker or the opinion leader followed by those in their 13^{th} to 20^{th} months and those in 7^{th} to 14^{th} months as the acquired consumers when frozen yogurt has booming. The respondents answered their time range of consumption just within the past 1 to 3 months can be considered as late adopter, theoretically, only now frozen yogurt still is the Jakartans darling as the outlets keep expanded, even outer Jakarta started to get the hype of the frozen yogurt as Sour Sally expanded Bandung, Surabaya, Denpasar, and Medan just to mention a few.

5.3.3 Reasons to Consume Frozen Yogurt

Yogurt has already been consumed by Indonesia in form of liquid yogurt from the likes of Yakult or Activia and even some home-made yogurt. Earlier, people consume yogurt for one strong reason that it is good for health. As frozen yogurt became widely popular, some people simply consumed yogurt because they like it or because it is refreshing. The finding in the research expressed so.

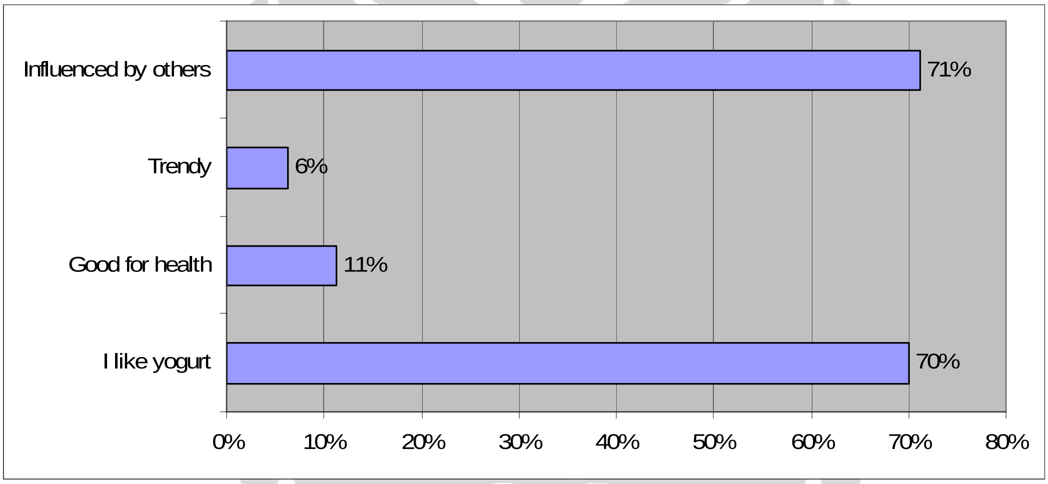


Figure 5.12 Reasons to consume frozen yogurt

Source: Research data

Since the format of the question were set to allow respondents choose more than one answer, the result above shows most respondents stated their liking of frozen yogurt as well as consuming frozen yogurt with the influence of others, might be their friends, family, or loved ones. This shows the impact of one or two opinion leaders with good word of mouth that supported the success of frozen yogurt, while the 6% stated their reason to consume frozen yogurt because of it is trendy now, these type of consumers might not be the loyal consumer as they are in it just for the ride until they found the new desserts they are interested to. Only 11% stated that they consume yogurt for its benefit as it is good for health, like the traditional belief.

5.3.4 The Occasion to Consume Frozen Yogurt

Above there has been some changes fro people to consume yogurt, back in the day yogurt was consumed for health nowadays yogurt s a trend and the influence of others led to a strong reason to consume yogurt, frozen yogurt in this case. The changes also occurred on when to consume yogurt as back then yogurt did not have its own outlet, as the frozen yogurt being able to penetrate the dessert market, frozen yogurt now has outlets and people notice it even more. The finding shows that 99% answer of the question is the respondents are consuming frozen yogurt when they are in malls with frozen yogurt outlets in them. This is made logic by the heavy expansion of frozen yogurt outlets to the malls; especially Jakartans who viewed malls as a meeting point not just a shopping place anymore. This occasion amounted at 99% of the answers respondents stated during the interview.

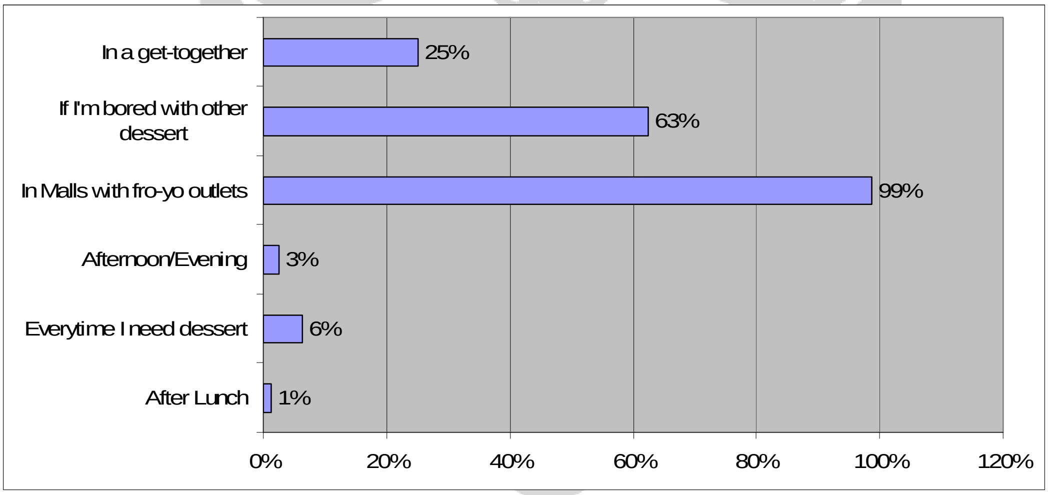


Figure 5.13 The occasion respondents consume frozen yogurt

Source: Research data

Frozen yogurt can be a sweet escape for those who bored by another dessert, stated with 63% response from the respondents. Consumer tend to escape boredom by going out for something different, even though yogurt has been exist before but the coming of frozen yogurt made people see yogurt as something more hip and current so with that consumer might turned to frozen yogurt as they get bored by the desserts they used to. It has been revealed before that malls are considered as a convenient meeting point so with the get-together occasion usually held in malls, frozen yogurt outlet became the new alternative for people to hang out and get together as most of its outlets were designed for comfort in purpose; this might possibly turned them into consumers and potential loyal customers.

5.3.5 Respondents Preferred Taste of Frozen Yogurt

Initially consumers were not used to consume variety taste of yogurt, only plain one. The trend shifts when Sour Sally popularized frozen yogurt, served with ice cream-edge, it came in variety of taste, from the green tea to the brand new melon mint. This trend then followed by the competitors; some even have their own self-service machines so the consumers can mix the yogurt up based on their likings. Aside from the variety of yogurt, the variety of toppings to choose have made frozen yogurt so popular for its refreshing taste. The yogurt-consuming respondents were asked about their preferred frozen yogurt dish.

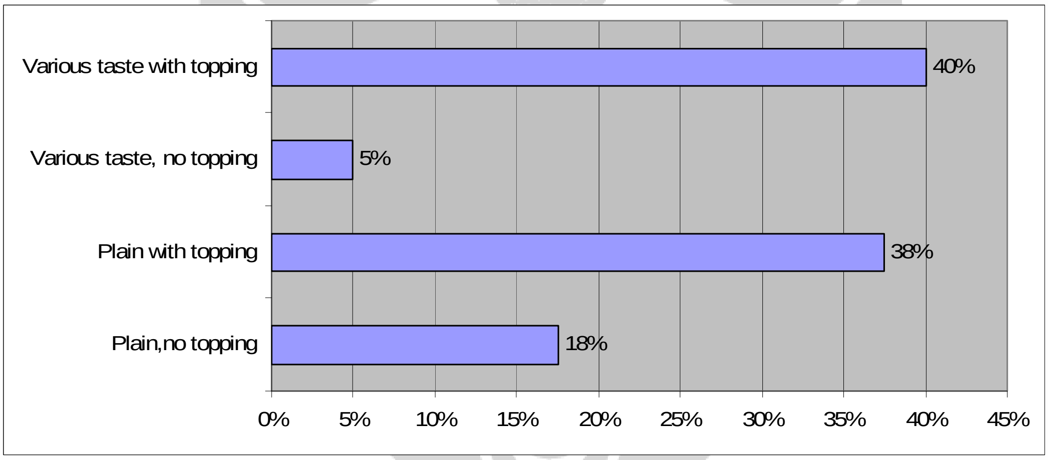


Figure 5.14 Yogurt-consuming respondents preferred frozen yogurt taste

Source: Research data

The graph above shows 40% of them choose to enjoy the various taste of frozen yogurt with topping as it considered refreshingly delicious when it serves that way. But those who preferred the old school taste amounted at 38% as they wanted to only added toppings to the original plain yogurt. In total, more respondents prefer plain taste yogurt might be because of their preference is based on what they are used to and it already became a habit that yogurt, even if it comes in frozen one or liquid one, it is got to be plain white.

5.3.6 Reasons Not to Consume Frozen Yogurt

By the time this research conducted, it has been nearly two years since frozen yogurt came out as the new favorite dessert. Just by the end of 2009, Sour Sally launched Yogu Buzz, considered as a step-down extension. The challenge it may face in the future is that more people has been exposed to frozen yogurt in the last two years and there will be a chance that people get bored by it. But then again, Yogu Buzz as the new extension might have the edge by being the flanking brand that will be used to expand the market of the parent company. Only time will ensure the length of the frozen yogurt trend reach consumers interest as massive expansion might caused them to be tired by the frozen yogurt.

The respondents participated in this question are those who have not consumed frozen yogurt in the last three months or more. Like the other two groups, this group consists of 40 respondents who stated the reasons they did not consume frozen yogurt mostly because of their boredom by frozen yogurt. Amounted at 70%, this response might be based on some consumers are tired on the dessert as well as they could be the ones who did not like dessert that much; they are just casual frozen yogurt consumers whose consumption behavior did not expressed the loyalty towards any frozen yogurt brands. The complete result on the reason they choose not to consume yogurt explained by the figure below.

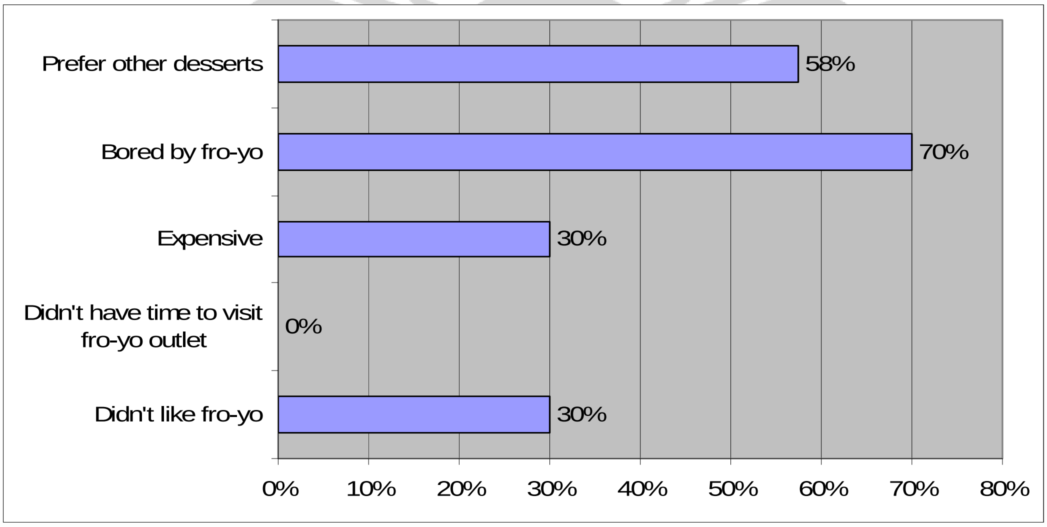


Figure 5.15 Reasons not to consume frozen yogurt

Source: Research data

As the question allowed one respondent to give more than one answer, aside from being bored by frozen yogurt, the high preference on the other desserts are the second most stated answer by the consumers who did not consume frozen yogurt in the last three months. Before frozen yogurt arrival, people already get used to classic dessert like fruit salad, doughnut, cake, or ice cream, and this old-style and long-time preference considerably the main reasons for them to stay loyal to the current dessert they used to consume. It is then complemented by the result that 30% stated they just did not like frozen yogurt. Pricing factor also plays important role on the success of a product but having seen the phenomenon of Sour Sally with its premium taste and on-the-high price yet still attracts many consumers show the resonance of the brand within the consumers; they will have a higher chance to be a repeat purchaser and loyal customer. Seeing the respondents demographic which mostly come from the B class, it is not surprising that there is 30% of the response that stated expensive price is one of the reasons they did not consume frozen yogurt. The response most likely came from the price-sensitive ones as they stated dessert is just dessert, not a primary meal.

5.3.7 Consumers Loyalty

In the research, respondents of each group were asked their response should one time they wanted to consume the frozen yogurt or dessert they used to but it does not available at given moment. Instead, they were exposed to Yogu Buzz as the new entrant in the industry. They were then exposed to statements which they must response based on their preference and considered behavior of their own.

5.3.7.1 Brand Loyalty of the Sour Sally Consumers Group

Sour Sally consumers respond to the question by stating that they are willing to buy Yogu Buzz when there is no Sour Sally around. These 68% respondents were led by the idea of having known Yogu Buzz as the new extension of Sour Sally which they assumed that its quality could not be far away from Sour Sally. Besides the price Yogu Buzz offered is considerably cheaper than Sour Sally, so they can have the presumably good frozen yogurt at a lower price. Another finding suggests 25% of the respondents would still prefer looking for Sour Sally in other place. Those 25% respondents can be considered as loyal customers who have built strong connection to Sour Sally as they might have viewed Sour Sally as their dessert darling and hesitate to try other frozen yogurt brands. The figure below summarizes the finding.

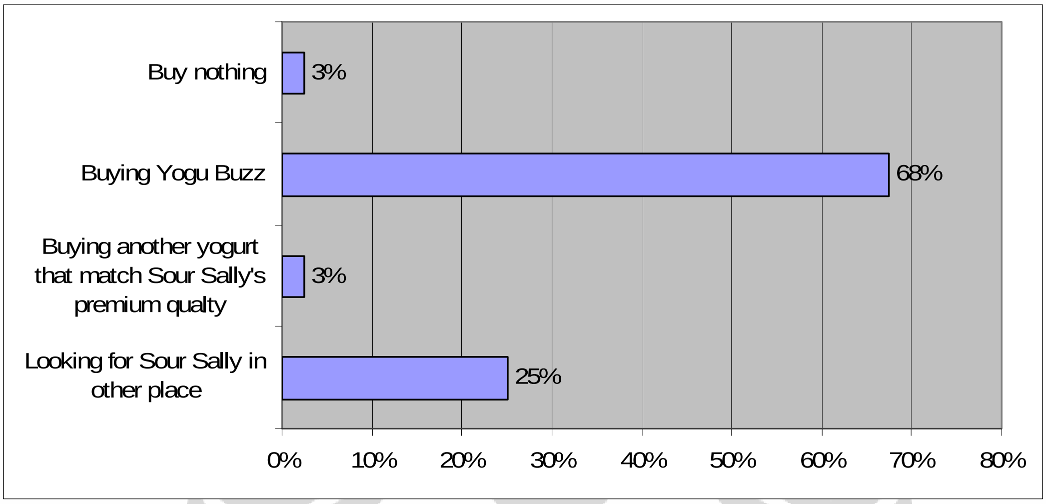


Figure 5.16 Brand loyalty of the Sour Sally consumers group

Source: Research data

5.3.7.2 Brand Loyalty of the Competitor Brands Consumer Group

Previously stated that the most consumed frozen yogurt by the respondents in the competitor brands consumers group are J.Cool, Red Mango, Heavenly Blush, Tutti Frutti, and Smooch in ranking-wise. Like the previous group the respondents in the group also respond to buying Yogu Buzz to substitute the inexistence of the frozen yogurt they used to consume. The respond amounted at 63% while the ones who choose to buy another frozen yogurt which they assumed have the same quality with the one they used to amount at 18%.

It is a fact that those competitor brands set higher price than Yogu Buzz, so the price edge that Yogu Buzz has can be the major factor that 63% consumers in the group opted to buy it. Only 10% of the respondents are willing to stay loyal to the frozen yogurt they consumed the most while the other 10% opted to buy nothing at all when there is no frozen yogurt they used to and they are not willing to spend extra searching cost for another frozen yogurt or the frozen yogurt they used to at another place. These latter 10% respondents could be the one who think that dessert is an optional meal that does not necessarily important for them to put it into account on their spending. The figure below shows the loyalty of the competitor brands consumers.

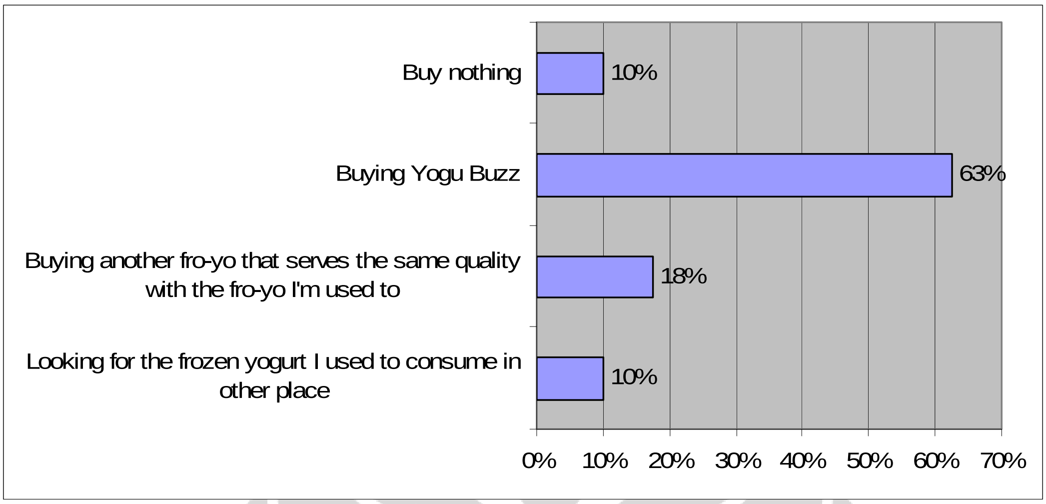


Figure 5.17 Brand loyalty of the competitor brands consumers group

Source: Research data

5.3.7.3 Brand Loyalty of the No Yogurt in 3 Months Consumer

In the research the respondents in this group are those who consume any desserts but frozen yogurt and there is no specific classification of dessert they consumed. Commonly, the respondents answered cake, fruit, and ice cream when the interviewer informally asked their preference on the dessert they consumed. Unlike the previous two groups, the majority 45% of non yogurt respondents would rather buy another non yogurt dessert if they could not find the dessert they used to consume while there is 35% who are willing to try out for Yogu Buzz. The 35% could be those who previously stated they were bored by frozen yogurt and the expensive price as the two factors that made them not consuming frozen yogurt.

Since the emergence of Yogu Buzz is relatively new and cheaper price offer, it can intrigue the 35% to be the potential consumers later on by gaining this percentage from the consumers who did not consume frozen yogurt in the last three months, it can strengthen the parent company position in the frozen yogurt market as now it has Sour Sally and Yogu Buzz. With 15% who opted for buy nothing, it means in the group, dessert viewed as not a part of main course which do not worth the extra searching cost for other they did not used to. The loyalty to one single non yogurt dessert is lower, only at 5%, that shows most respondents in this group are going to eat any dessert they found not necessarily stay too long on the one certain brand/product they used to consume. Their being exposed to a lot of ice cream brands, cake shop, or patisseries made them becoming the more try-out characters. The figure below summarizes the finding of the research on this group.

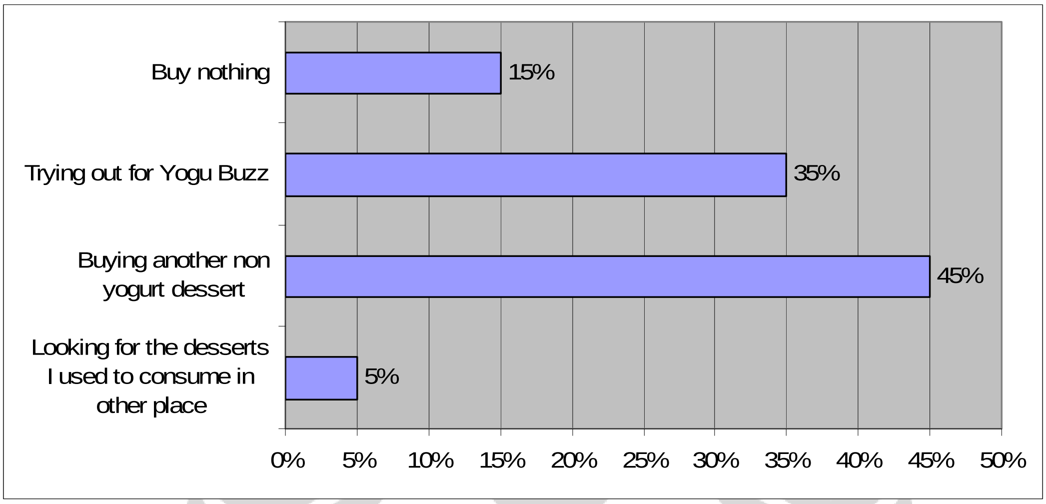


Figure 5.18 Brand loyalty of the consumers who did not consume frozen yogurt in the last three months group

Source: Research data

However the degree of loyalty in the group is high in term of their resistance for frozen yogurt, this can be viewed in the local culture and local taste-liking. Local people are not the kind of people who get used to yogurt, as yogurt initially viewed as healthy beverage and the frozen yogurt sees as the ice cream yogurt. The sour taste of yogurt also the one factor that could influence the statement of there is 30% response on the reason not to consume frozen yogurt is because of they just did not like yogurt. The total of the respondents who would stick for another dessert amount at 50%, and for them dessert is sweet, something that yogurt or frozen yogurt could not accommodate.

5.4 Brand Association

The measurement of brand association of both Sour Sally and Yogu Buzz is by comparing both means for each attribute. In the research, there are 10 association attributes addressed to the respondents then they were asked to appoint the Likert 6-scale value to the statements given about the brand association of the two brands. The ten attributes were picked based on an in-depth interview with some of the frozen yogurt consumers. It were designed in positive statement manner so the greater the mean the more positive respondents evaluate the attributes. The attributes used in this research were classified as follow.

Table 5.1 Attributes of Sour Sally and Yogu Buzz

Attribute Group	Attributes Statement	Attribute Classification
Product-related attribute	Premium yogurt	Product quality
	Wide variety of yogurt	
	Well-taste and refreshing yogurt	
	Good for health	Product benefit
	Frozen yogurt at a reasonable price	Price
	Outlet is in reach	Product distribution/coverage
Non product-related attribute	Unisex	User imagery
	Yogurt for all-ages	
	Yogurt for modern and trendy individuals	Brand personality
	Interesting ads and promo	Advertisements

Source: In-depth interview with frozen yogurt consumers

The same attributes were asked to respondents and will be analyzed with compare means and one-way ANOVA to find out the significance of the attributes after being evaluated by the three sample groups.

5.4.1 Sour Sally's Brand Association

Having analyzed the data, figure 5.19 below gives the mean value of the ten attributes associated to Sour Sally.

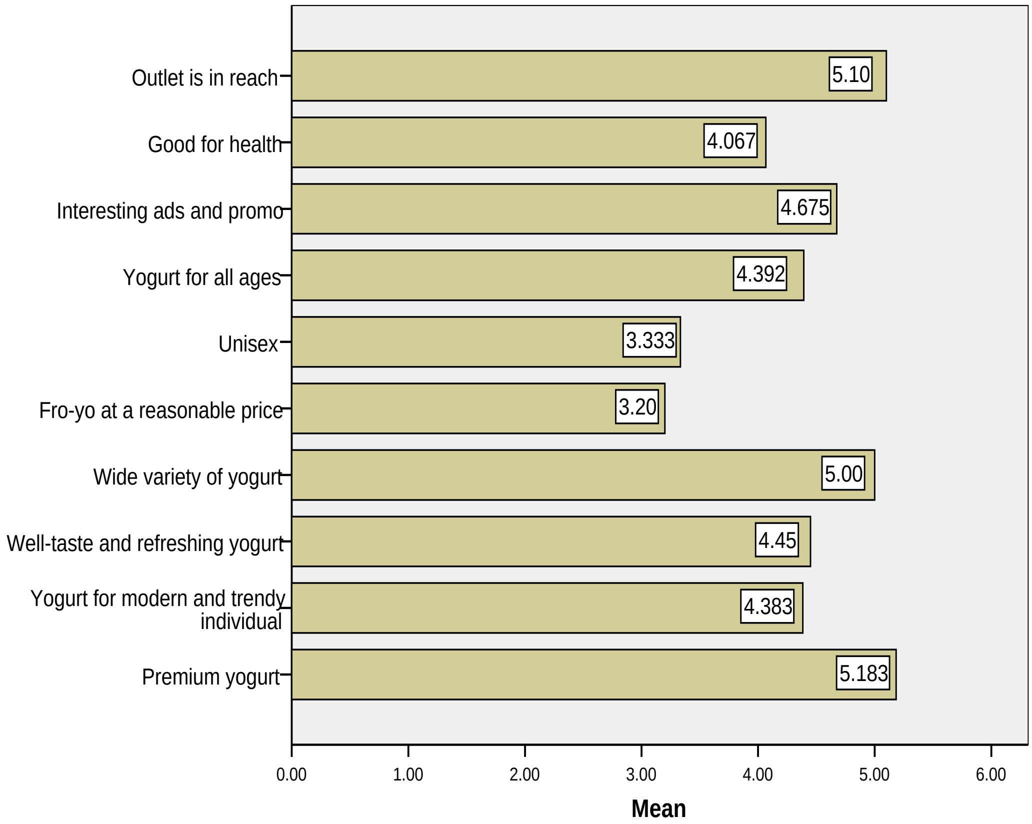


Figure 5.19 Association of the Sour Sally's product attributes

Source: Research data

The figure above shows that Sour Sally associated the most to the 'premium yogurt' attribute. With mean value 5.183, it shows that Sour Sally has succeeded on communicating its product and brand on the premium league. With the strong attribute in being premium, Sour Sally is perceived as the one who serve the best quality of premium yogurt which advantageous as it introduces new line extension, Yogu Buzz, it is expected there will be transfer value to Yogu Buzz. Sour Sally also has strong association on 'outlet is in reach' attribute and 'wide variety of yogurt'; these two attributes received favorable evaluation from the respondents. The outlets of Sour Sally extend across Jakarta, most of them in big malls, which on the profile section showed that the respondents consumed frozen yogurt the most when they are on the malls in which frozen yogurt outlets exist.

The variety of yogurt introduced by Sour Sally keep people coming back for more as it innovates on creating tasty yogurt, from the plain original, green tea, bubblegum, to the current melon mint as well as enrich their topping selection.

The innovation did not stop on yogurt as frozen yogurt; it also has yogurt cake, waffle, smoothies, and the most recent Yogurt Parfait which led consumers to be a repeat purchasers and loyal customers. The high favor on the 'wide variety of yogurt' attribute in line with 'interesting ads and promo' attribute as Sour Sally is known for being creative in promoting its products. The most recent is the Sally loves Mazda contest, rewarding lucky customer with brand new Mazda as the promotional event to promote its brand new frozen yogurt variant, melon mint frozen yogurt.

Two lowest mean values each come from product-related and the non product-related attribute category, 'frozen yogurt at a reasonable price' attribute and 'unisex' attribute with 3.20 and 3.33 respectively. Most respondents evaluate Sour Sally's price is on the high side as the impact of the premium brand status. While the 'unisex' attribute addressed less favorable because of the brand identity of Sour Sally itself, a girl named Sally, complemented with the outlet's interior and product packaging that lead respondents to assume Sour Sally favors the female audience.

Table 5.2 Compare means and one-way ANOVA analysis on the brand association of Sour Sally by the three sample groups

Attributes	Mean			ANOVA	Explication
	Sour Sally Consumers	Competitor Brands Consumers	No yogurt in 3 months Consumers		
Premium yogurt	5.300*	5.200	5.050*	0.022	Significant
Yogurt for modern and trendy individual	4.800*	4.400*	3.950*	0.000	Significant
Well-taste and refreshing yogurt	5.000*	4.275*	4.075*	0.000	Significant
Wide variety of yogurt	5.175*	4.975*	4.850*	0.004	Significant
Fro-yo at a reasonable price	3.550*	3.200*	2.850*	0.000	Significant
Unisex	3.825*	3.250*	2.925*	0.000	Significant
Yogurt for all-ages consumer	4.550*	4.450	4.175*	0.036	Significant
Interesting ads and promo	4.500*	4.700	4.825*	0.007	Significant
Good for health	4.350*	4.075*	3.775*	0.000	Significant
Outlet is in reach	5.175	5.125	5.000	0.099	Insignificant

Source: Research data

To run compare means analysis between the groups, one-way ANOVA was conducted at the confidence level 95% which means that if the significant value of ANOVA is less than 5% there is significant difference between the three groups on the attributes associated to Sour Sally. The result shows, except for the 'outlet is in reach' attribute, nine attributes show significant value which means there are differences in how the respondents in the three groups evaluate those attributes.

Generally the mean values shown by the consumers who did not consume frozen yogurt in the last three months are lower compare to the other two groups. It happened since the consumers who did not consume frozen yogurt in the last three months considerably less familiar with the frozen yogurt while Sour Sally consumers gave relatively favorable evaluation of the Sour Sally's attributes. Slight difference can instantly be seen on the significant value 0.000, for example in 'unisex' attribute, Sour Sally consumers (mean value 3.825) viewed that the brand image is not quite accommodate the attribute as it seemed to emphasize more on the girly side and less favorable evaluation came from the competitor brands consumers (mean value 3.250) and non yogurt consumers (mean value 2.925). However, in the 'interesting ads and promo' attribute, it was the consumers who did not consume frozen yogurt in the last three months who captured the interesting part of the ads and promo Sour Sally launched, this group favor it with mean value 4.825. Even the competitor brands consumer find this attribute interesting with mean value 4.700 compare to the Sour Sally consumers' mean value 4.500. This finding indicates the importance of ads and promo to attract consumers. Even though Sour Sally consumers' mean did not as high as the other two groups, they still considerably favor the attribute, only the Sour Sally consumers group tend to favor the product-related attribute, for example they evaluate the 'well-taste and refreshing' attribute far above the other two. It shows that product-related attributes are more appealing to the loyal customers than the others.

Table 5.2 above have shown the general evaluation in term of mean value of the attributes addressed to Sour Sally but it can also be seen in other perspective on how the attributes were evaluated and if there are any significant point of view from the frozen yogurt consumers, the Sour Sally consumers and the competitor brands consumers as featured on Table 5.3 below.

Table 5.3 Paired samples test of Sour Sally associations by the frozen yogurt consumers groups

Attributes	Paired samples test (Sig 2-tailed)	Explication
Premium yogurt (Sour Sally - competitor brands)	0.352	Insignificant
Yogurt for modern and trendy individual (Sour Sally - competitor brands)	0.002	Significant
Well-taste and refreshing yogurt (Sour Sally - competitor brands)	0.000	Significant
Wide variety of yogurt (Sour Sally - competitor brands)	0.010	Significant
Fro-yo at a reasonable price (Sour Sally - competitor brands)	0.006	Significant
Unisex (Sour Sally - competitor brands)	0.018	Significant
Yogurt for all-ages consumer (Sour Sally - competitor brands)	0.553	Insignificant
Interesting ads and promo (Sour Sally - competitor brands)	0.103	Insignificant
Good for health (Sour Sally - competitor brands)	0.003	Significant
Outlet is in reach (Sour Sally - competitor brands)	0.570	Insignificant

Source: Research data

Supporting the data in Table 5.2, the Table 5.3 also suggests that both consumer of Sour Sally and any competitor brands viewed Sour Sally as premium brand and its outlets are considerably accessible. However significant differences can be seen in another product quality element, for example the taste of the yogurt. Referring to the mean value in Table 5.2, it shows that competitor brands did not quite feel the taste of Sour Sally match their likings, which they found on the frozen yogurt they currently consume which not Sour Sally. While for Sour Sally consumers, the taste already accommodates their likings and preferences.

5.4.2 Yogu Buzz's Brand Association

The mean value of the attributes associated to Yogu Buzz, as the new line extension by Sour Sally, showed in figure 5.20 below.

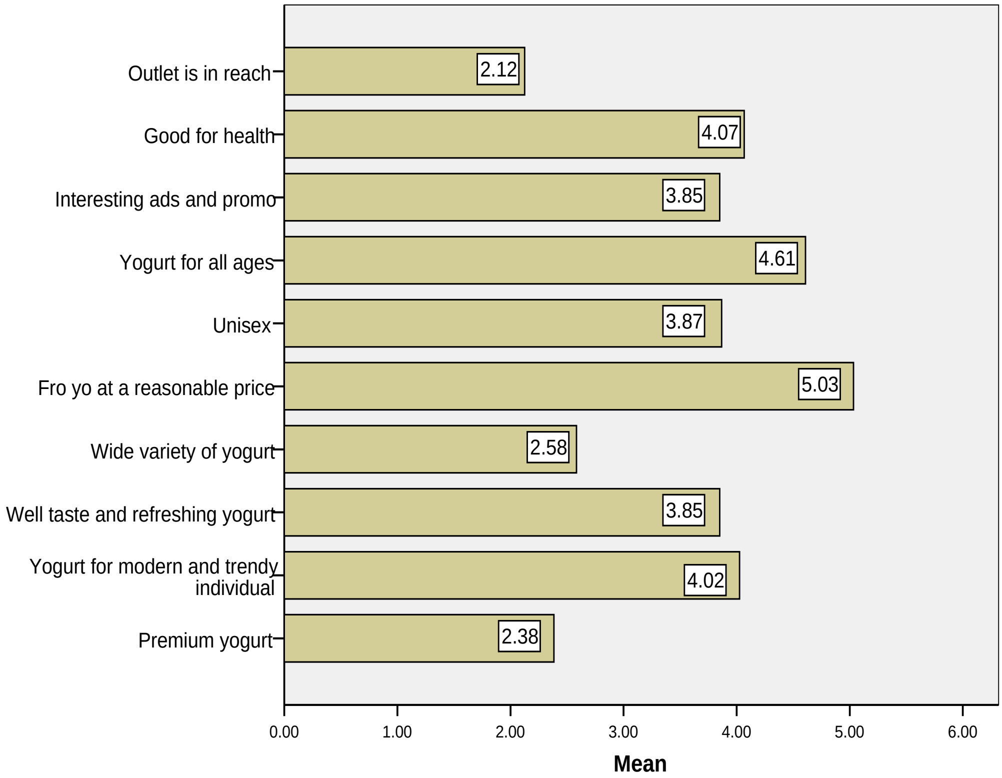


Figure 5.20 Association of the Yogu Buzz's product attributes

Source: Research data

Contrary to Sour Sally, Yogu Buzz gained less favorable evaluation on the 'premium yogurt' attribute with mean value only 2.38 and 'outlet is in reach' attribute with mean 2.12. As for the 'outlet' attribute, it can be understood the mean value is on the lower side simply because of Yogu Buzz has just launched by Sour Sally and just opened two outlets in ITC Kuningan and Blok M Plaza, so Yogu Buzz is lacking in the visibility of outlets. In the 'premium' attribute, the respondents could be based their evaluation on the price range and the variety of yogurt available on Yogu Buzz outlets, despite having tried it before or not.

The positive outcome of the price evaluation is Yogu Buzz gained its edge over Sour Sally in term of price as the 'fro-yo at a reasonable price' has mean value 5.03 compare to Sour Sally's 3.20. The price Yogu Buzz set at the lower side can come to advantage when it faced the more price-sensitive consumers or those who did not care too much on the yogurt variety, as previously mentioned, those who prefer the original plain yogurt taste still at large percentage. The price factor then can be underlined as the key factor for Yogu Buzz to compete in the market. In term of being unisex, Yogu Buzz has slightly higher mean 3.87 than Sour Sally's 3.33; this may be caused by the brand image and symbol of Yogu Buzz perceived by respondents as the less-effeminate version of Sour Sally so it can appeal to both genders.

The details on each group evaluation to the attributes associated to Yogu Buzz were on the table below.

Table 5.4 Compare means and one-way ANOVA analysis on the brand association of Yogu Buzz by the three sample groups

Attributes	Mean			ANOVA	Explication
	Sour Sally Consumers	Competitor Brands Consumers	No yogurt in 3 months Consumers		
Premium yogurt	2.225*	2.375	2.550*	0.024	Significant
Yogurt for modern and trendy individual	4.400*	4.075*	3.600*	0.000	Significant
Well-taste and refreshing yogurt	4.350*	3.775*	3.425*	0.000	Significant
Wide variety of yogurt	2.375*	2.700*	2.675*	0.006	Significant
Fro-yo at a reasonable price	5.075	5.075	4.950	0.168	Insignificant
Unisex	3.800	3.700	4.100	0.105	Insignificant
Yogurt for all-ages consumer	4.600	4.525	4.700	0.488	Insignificant
Interesting ads and promo	3.625	3.900	4.025	0.096	Insignificant
Good for health	4.400*	4.050*	3.750*	0.000	Significant
Outlet is in reach	2.100	2.125	2.150	0.800	Insignificant

Source: Research data

Even though the three groups evaluate Yogu Buzz less favorable on 'premium yogurt' attribute, but their evaluation has slight difference as non yogurt consumers, with mean value 2.550, still think that there is something in Yogu Buzz that made it inherit the premium taste Sour Sally has, it might be because of the ads and promo fro Yogu Buzz includes Sour Sally logo and symbol in order to retain the image and in the hoping of intangible value transfer on consumers perception. However, with the less favorable evaluation, Yogu Buzz has not convincing enough as a premium yogurt. The other intangible value transfer Yogu Buzz inherits from Sour Sally are the 'well-taste and refreshing yogurt' and 'yogurt for modern and trendy individual' attributes in which Sour Sally consumers group favor the two the most compare to the competitor brands and non yogurt consumers.

On the other hand, the ‘fro-yo at a reasonable price’, ‘unisex’, ‘interesting ads and promo’, ‘yogurt for all-ages’ and ‘good for health’ attributes received almost similar evaluation from each group with Sour Sally consumers group tend to favor those attributes more than the other two. Although, in the ‘wide variety of yogurt’ attribute, it was the competitor brands consumers group who favor this attribute even more which can be based on their assumption unlike the Sour Sally consumers group who have better knowledge or understandings about the different variety of yogurt Yogu Buzz served. The consumers who did not consume frozen yogurt in the last three months group viewed that Yogu Buzz is unisex the most with mean value 4.100, it is a good thing because 22 of 40 respondents in this group are male and by having them favor Yogu Buzz as less-girly-more-unisex frozen yogurt might turned them to potential consumers.

To sharpen the attributes evaluation, Table 5.5 below gives the comparable evaluation between the frozen yogurt consumers towards Yogu Buzz.

Table 5.5 Paired samples test of Yogu Buzz’s associations by the frozen yogurt consumers group

Attributes	Paired samples test (Sig 2-tailed)	Explication
Premium yogurt (Sour Sally - competitor brands)	0.083	Insignificant
Yogurt for modern and trendy individual (Sour Sally - competitor brands)	0.003	Significant
Well-taste and refreshing yogurt (Sour Sally - competitor brands)	0.000	Significant
Wide variety of yogurt (Sour Sally - competitor brands)	0.008	Significant
Fro-yo at a reasonable price (Sour Sally - competitor brands)	1.000	Insignificant
Unisex (Sour Sally - competitor brands)	0.652	Insignificant
Yogurt for all-ages consumer (Sour Sally - competitor brands)	0.645	Insignificant
Interesting ads and promo (Sour Sally - competitor brands)	0.289	Insignificant
Good for health (Sour Sally - competitor brands)	0.000	Significant
Outlet is in reach (Sour Sally - competitor brands)	0.743	Insignificant

Source: Research data

Both Sour Sally consumers and competitor brands consumer emphasize the price attribute as mainly insignificant as they all give Yogu Buzz higher rating on its price scheme which viewed as more reasonable and affordable than Sour Sally. It seemed like Yogu Buzz and Sour Sally viewed differently by both groups, the former favored for its price-edge while the latter favored for its premium quality. The two shared the mixed review on the taste attributes, as Sour Sally consumers who believed on Sour Sally's quality still think the quality of Yogu Buzz is almost as good as Sour Sally, the competitor brands consumers did not quite agree on that matter. Being their frozen yogurt preference is not Sour Sally, the attachment to the brand and its extension can be lower than those who are loyal to he parent brand.

5.4.3 Comparison of the Brand Association of Sour Sally and Yogu Buzz

In order to explain the feasibility of Yogu Buzz as a brand new line extension by Sour Sally and as a new business unit, an analysis to examine whether there are value transfers from Sour Sally to Yogu Buzz.

Table 5.6 Paired samples test on mean values of the attributes associated to both Sour Sally and Yogu Buzz

Attributes	Mean		Paired Samples Test Sig. (2-tailed)	Explication
	Sour Sally	Yogu Buzz		
Premium yogurt	5.157	2.405	0.000	Significant
Yogurt for modern and trendy individual	4.380	4.016	0.000	Significant
Well-taste and refreshing yogurt	4.454	3.834	0.000	Significant
Wide variety of yogurt	4.983	2.603	0.000	Significant
Fro-yo at a reasonable price	3.214	5.008	0.000	Significant
Unisex	3.338	3.851	0.000	Significant
Yogurt for all-ages consumer	4.396	4.611	0.014	Significant
Interesting ads and promo	4.669	3.859	0.000	Significant
Good for health	4.066	4.057	0.880	Insignificant
Outlet is in reach	5.074	2.148	0.000	Significant

Source: Research data

From the analysis it is expected that both lines has strong association of their own, not just the product-related attributes but also the non product-related ones.

Table 5.4 summarized the finding of the comparison of the attributes between Sour Sally and Yogu Buzz. Nine out of ten attributes show significant difference between Sour Sally and Yogu Buzz, except for the ‘good for health’ attribute which both brands share, although by mean values, it was Sour Sally which perceived more in the ‘good for health’ attribute with 4.066 than Yogu Buzz’s 4.057. The findings also strengthen the results previously discussed on the respondents’ evaluation toward each brand. Sour Sally apparently could not quite transfer its value to Yogu Buzz yet. The ‘premium yogurt’ attribute and ‘outlet is in reach’ were the two that showed slight differences. As Yogu Buzz business model was designed to broaden coverage of frozen yogurt to the middle to lower class consumers, it was then designed to be affordable. With this setting, Yogu Buzz then received less-premium perception to the respondents but on the bright side the price setting is the strength Yogu Buzz has, on the ‘fro-yo at a reasonable price’ it received favorable review with mean value 5.008 compare to Sour Sally’s 3.214.

Another significant differences are on the ‘unisex’ and ‘yogurt for all ages consumers’ attributes in which respondents evaluated that Yogu Buzz is more appealing to male audience as the favorability led Yogu Buzz to higher mean values than Sour Sally’s. The appeal of Yogu Buzz also favored by the respondents in term of being approachable enough for all-ages consumers to enjoy the frozen yogurt compare to Sour Sally which mean value is 3.338. The only attribute that both Sour Sally and Yogu Buzz share is the ‘good for health’ attribute which could be led by the common belief of consuming yogurt will give positive impact to human’s well-being, especially for their diet and digestion system. To sum it all up, the respondents viewed Sour Sally and Yogu Buzz as different entities, so there has not been strong associations transfer from Sour Sally to Yogu Buzz. The relatively new Yogu Buzz still need some warm-up so the consumers can get used to it like they get used to Sour Sally.

5.5 Consumers Attitude towards the Brand

To measure the consumers’ attitude toward Sour Sally and Yogu Buzz, mean values of each statement addressed to them are being analyzed. In this research the respondents were asked to express their attitude on the statements by giving one of the numbers in Likert Scale with 1 being strongly disagree to 6 being strongly agree. Each respondent were exposed to five statements and for each group some of the statements were adapted based on their dessert consumption preference but still holds the same value attitude needs to be measured.

Table 5.7 Attitude statements and the value measured of the frozen yogurt brand

<table>
<tr><th>Statements</th><th>Group</th><th>Value Attitude</th></tr>
<tr><td>I am happy that Sour Sally opens new line with cheaper price</td><td>All Groups</td><td>Affective acceptance towards the brand</td></tr>
<tr><td>I am willing to consume Yogu Buzz because of Sour Sally's excellent quality</td><td>All Groups</td><td>Behavioral aspect of the consumers</td></tr>
<tr><td>I believe Yogu Buzz's quality is just like Sour Sally's</td><td>All Groups</td><td>Cognitive aspect of the brand as evaluated by consumers</td></tr>
<tr><td>I will recommend Yogu Buzz to my friends and relatives</td><td>All Groups</td><td>Recommendation based on consumers' satisfaction level</td></tr>
<tr><td>I will still consume Sour Sally even if Yogu Buzz is now launched</td><td>Sour Sally consumers</td><td rowspan="3">Brand resonance and consumers' consumption tendency</td></tr>
<tr><td>I will still consume frozen yogurt I used to even if Yogu Buzz is now launched</td><td>Competitor brands consumers</td></tr>
<tr><td>I will still consume dessert I used to even if Yogu Buzz is now launched</td><td>No yogurt in 3 months Consumers</td></tr>
</table>

Source: In-depth interview

The first to the third statements will be the indicators of how well consumers receive Yogu Buzz in the market as well as to check on whether there are values transferred by Sour Sally to Yogu Buzz as evaluated by consumers. Two latter statements are the dimension of finding if there are any chances for Yogu Buzz to reach higher position in brand hierarchy after being evaluated by consumers, brand resonance, contra the parent brand (Sour Sally), competitor brands, and the non yogurt desserts. The analysis conducted on this section is compare means with one-way ANOVA in order to find the mean values of each statement evaluated by the three groups. Figure 5.21 below showed the results of the response gained from the statements on each group.

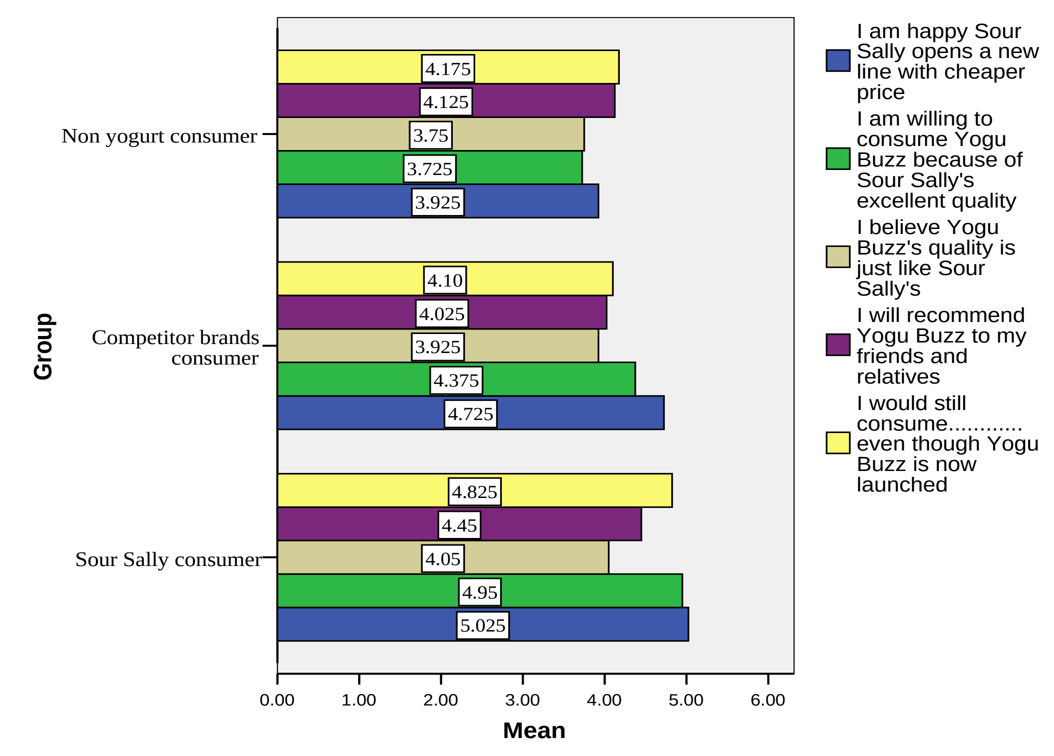


Figure 5.21 Consumers attitude towards Sour Sally and Yogu Buzz

Source: Research data

The figure above suggests that the Sour Sally consumers group has more positive acceptance towards the new line extension Sour Sally launched, Yogu Buzz, compare to the other two. But with mean value at 4.725 competitor brands consumers show positive acceptance on Yogu Buzz. The finding on these two groups showed that the consumers wanted an affordable frozen yogurt but with the essence of quality; by having Sour Sally name on it, Yogu Buzz can leverage it to its advantage as Sour Sally has been known for its quality. This factor can be one of the non product-related attribute that radiates positive attitude to the consumers, especially the competitor brands consumers.

Relatively the positive acceptance of Yogu Buzz does not necessarily suggest one's willingness to try it out. The mean tend to descend from their acceptance to their willingness to consume Yogu Buzz on each group. Sour Sally consumers are the ones who are more willing to consume Yogu Buzz as their attitude affected by their trust to Sour Sally which name lent to Yogu Buzz. However the competitor brands consumers and the consumers who did not consume frozen yogurt in the last three months are not too ecstatic on trying Yogu

Buzz out because of some factors like its performance have not known by people in common therefore it lacks the review from others, consider its entrance in the market were relatively new. The lack of review or suggestion by others will keep Yogu Buzz unidentified in the frozen yogurt map. Though, as previously stated in loyalty segment, Sour Sally and competitor brands consumers were wanted to try Yogu Buzz out should the frozen yogurt brands they used to consume were not exist in certain place. Relate to the finding on figure 5.21 above the willingness to try Yogu Buzz out is undeniably because of the price offerings that cheaper than Sour Sally, even J.Cool as the most consumed frozen yogurt in competitor brands category. The price edge could be maintained as a key to attract more consumers in term of product-related attribute. This price edge is also one of the determinants of the respondents who positive approval on having Yogu Buzz recommended to people around them. The three groups relatively give favorable evaluation with four-point-something mean, although the competitor brands consumers has lower mean at 4.025. Despite the price edge that consumers seemed to agree on when being asked their willingness to try Yogu Buzz, their little reluctant on recommendation aspect might occurred by their still lack of experience with Yogu Buzz.

Again, considered its time on the market and still limited outlets, Yogu Buzz has not convincing enough in assuring consumers about its quality. Consumers' knowledge of Sour Sally apparently could not be transferred to Yogu Buzz as they evaluate the quality of it as not in the same league of Sour Sally. The perception alone of quality leveraged from Sour Sally is not enough to build knowledge in consumers mind as another part, experience, is needed. Not in the wide range of mean values, the three groups evaluate Yogu Buzz quality in the same manner; they are not convinced enough by its quality as Yogu Buzz has not come to a wide exposure and visibility that can help build cognitive essence in consumers mind. Having resulted with being able to attract consumers when no consumed brands near, Yogu Buzz can picture a better projection gaining consumers from the Sour Sally's and competitor brands'. But in this result, when Yogu Buzz brought contra Sour Sally, competitor brands, and other desserts brands/outlets, the consumers still want to consume the brands they used to. Sour

Sally consumers in particular have higher tendency to keep consuming Sour Sally than Yogu Buzz or willing to try out Yogu Buzz and still consume Sour Sally with mean value 4.825. The edge is still on Sour Sally as it has many loyalists which lessen the possibility of its consumers being carried away by Yogu Buzz. While the evaluation on the statements from three groups showed they favor the brands they used to consumed, the consumers who did not consume frozen yogurt in the last three months with mean value 4.175 and the competitor brands consumers which mean resulted at 4.10 shows a possible sign of being attracted to Yogu Buzz taken to account the lower mean values than Sour Sally's. But that slight possibility could still be singled out when it comes to review the more effective factor that can be obtained to attract more consumers, that is expansion that will lead more consumers experiencing Yogu Buzz.

Table 5.6 below summarized the finding with the one-way ANOVA to see which statements of attitude shows significant difference between the groups. The significant ones conclude if the significant value of the statement attitude is less than 0.05.

Table 5.8 Compare means and one-way ANOVA analysis on the consumers' attitude towards Yogu Buzz – Sour Sally relation

Attitude	Mean			ANOVA	Explication
	Sour Sally consumers	Competitor brands consumers	No yogurt in 3 months Consumers		
I am happy that Sour Sally opens new line with cheaper price	5.025*	4.725*	3.925*	0.000	Significant
I am willing to consume Yogu Buzz because of Sour Sally's excellent quality	4.950*	4.375*	3.725*	0.000	Significant
I believe Yogu Buzz's quality is just like Sour Sally's	4.050	3.925	3.750	0.261	Insignificant
I will recommend Yogu Buzz to my friends and relatives	4.450*	4.025*	4.125	0.029	Significant
I will still consume …….. even if Yogu Buzz is now launched	4.825*	4.100*	4.175*	0.000	Significant

Source: Research data

Based on the one-way ANOVA, it was found that the only insignificant response come from the cognitive aspect of consumers evaluation in which the three groups does not quite favor the Yogu Buzz quality in the same league as Sour Sally as explained above. The other four are significant, notably the first, second, and the fifth statement. On the first attitude statement, the clear difference come from the consumers who did not consume frozen yogurt in the last three months that the group did not quite have the acceptance of Yogu Buzz, which basically caused by their low interest in frozen yogurt dessert. Another notable significant difference is the consumers’ response on their willingness to try Yogu Buzz since it is backed by Sour Sally’s quality which perceived good by the consumers. However, it was Sour Sally consumers group who are willing to do so the most while the competitor brands consumers are in the moderate level and the consumers who did not consume frozen yogurt in the last three months in general did not as strong will as the others.

The slight difference in recommendation which used to measure the value attitude on the approved evaluation that led one to make a recommendation, the Sour Sally consumers favor Yogu Buzz for recommendation to others more than the competitor brands. At this stage, trust level is important and it is safe to assumed that Yogu Buzz have not passed the judgment block of the competitor brands consumers as it has not been visible that much for them. Even though the degree of mean values on the point 4-level, the most notable difference on the resonance to a brand and the consumption tendency is between the Sour Sally consumers and the other two groups. Sour Sally consumers still wanted to consume Sour Sally because it has a lot of thing Yogu Buzz does not have, like the wide variety of yogurt and accessible outlets, while at the same time they do not have problems consuming Sour Sally led to the belief of quality Yogu Buzz has assured by Sour Sally. As for the competitor brands consumers and the consumers who did not consume frozen yogurt in the last three months, they are facing a situation in which they wanted to go try Yogu Buzz and can potentially switch but at the same time due to the unfamiliarity with this new extension of Sour Sally, they would rather consume the frozen yogurt or desserts they used to as a safe option in term of picking the non-essential meal, as some of the respondents refer that to the desserts.

5.5 Managerial Implications

The findings suggest that Sour Sally considered as the market leader of the frozen yogurt market, not just it has many loyalists but it also has the edge of being innovative in term of creating various taste of frozen yogurt with premium quality. Sour Sally becomes the frozen yogurt brand that respondents recalled the most as well as being the top of mind brand in this category. Sour Sally needs to maintain its position as the market leader as more competitors emerged and expand fiercely, two most notable are J.Cool and Red Mango. J.Cool has an edge over its competitors that it is a product launched by J.Co which well-known for its famous donuts and coffee, for this, J.Cool operated under J.Co management which outlets already widespread across Jakarta and the nation. Being operated under J.Co means there is sharing cost occurred and it gave J.Cool another advantage of offering frozen yogurt at a lower price.

The price is just another main reason of the widely popular J.Cool while another factor it happens because of the J.Co outlets which expand from the high-profile malls to the lower tier malls. J.Co itself already has a big name and it is easier for J.Cool to be recognized by consumers when they visit J.Co they can easily have more options aside from donuts, coffee, now it also offers J.Lato ice cream and J.Cool yogurt as frozen yogurt became the new dessert darlings. The outlets also the big factor Sour Sally and Yogu Buzz need to consider when they viewed J.Co as a threat in the market since not only J.Co came face-to-face in several high profile malls with Sour Sally, J.Co also approach the consumers on the second-tier malls which were perfect for maximizing sales as it offers lower price like it has on J.Cool. If J.Cool attacked Sour Sally from the pricing factor while Red Mango plays the card on its well-known reputation in the USA to build customer basis. As Sour Sally already clawed the local market, it can play well against Red Mango but Sour Sally could not bring its price to the lower level to maintain its edge on the premium claim. A branding strategy Sour Sally occupied to expand to the lower price frozen yogurt offering in order to gain more share in the market as well as becoming the flanking brand to fight J.Cool and the likes is by introducing a step down extension named Yogu Buzz. Yogu Buzz has been launched since November 2009 yet the findings in the research suggest that it has not made the whole respondents quite aware yet of the existence of this brand.

The potential of Yogu Buzz as the competitor for J.Cool should be maximized considering Yogu Buzz can still gain the momentum of frozen yogurt trend. As the findings stated that even though Yogu Buzz quality perceived to be lower that Sour Sally's respondents favor its lower price for which the acceptance generates positive feedback in general and respondents are willing to recommend Yogu Buzz to others. To maximize the favorable evaluation, Yogu Buzz has been positioned by Sour Sally as a franchise business so it opens more opportunities to be widely open and to increase visibility of the brand itself. The research here suggests that the opening of Yogu Buzz should stick to the shopping centers or the malls, as the findings in the research suggest that more people consume frozen yogurt when they are on the malls in which frozen yogurt outlets exist. Only the Yogu Buzz franchisee and the company management should carefully pick the place so the chance of Yogu Buzz cannibalizing Sour Sally can be minimized or even reduced to zero possibility. For that reason, it is advisable that Yogu Buzz does not exist in the same place as Sour Sally as Sour Sally has already established in its current locations. Instead, Yogu Buzz should be pushed to be existed on the second-tier malls or shopping centers in order to fight J.Co on the lower price market. Like now, Yogu Buzz has opened its first two outlets in ITC Kuningan and Blok M Plaza. Both are not first-tier malls but being in those places can make Yogu Buzz visible to the consumers it targeted, aside from the fact that both place are pretty crowded as well, especially on the weekend, not to mention J.Co has not existed yet in those two places so Yogu Buzz can be more appealing to the visitors and can potentially attracts consumers. However, Yogu Buzz needs to expand to more malls or shopping centers since the findings in the research showed one of the lowest attribute addressed to Yogu Buzz is its outlet which not quite accessible according to the respondents.

Table 5.7 below contains information on J.Co and Sour Sally outlets in Jakarta area. From the information, Sour Sally and J.Co/J.Cool came face-to-face in some of the most crowded top-tier malls, shown in light yellow shade, like Senayan City, Pondok Indah Mall, Mal Taman Anggrek, and eight others. Sour

Sally concentrates more on the high-profile malls, like Pacific Place, Grand Indonesia, and Plaza Indonesia, the brand lives up to its reputation of being the premium non-fat frozen yogurt. Not just that, Sour Sally also reaches the targeted audience by being visible on those malls. Contrary to Sour Sally, J.Co who also claimed its brand as premium donut and coffee, not only exist on the top-tier malls; it also opened more outlets to the second-tier malls in Jakarta, like Atrium Senen, Cibubur Junction, and Buaran Plaza.

Table 5.9 Sour Sally's and J.Co's outlets across Jakarta

	Sour Sally	J.Co/J.Cool
Supermall Karawaci		
Plaza Semanggi		
Senayan City		
Mal Taman Anggrek		
Pondok Indah Mall		
Summarecon Mal Serpong		
Mal Puri Indah		
Emporium CBD Pluit		
Pejaten Village		
Puri Xtertainment Pavilion		
Central Park		
fX		
La Codefin		
Pacific Place		
Plaza Indonesia		
Grand Indonesia		
La Piazza		
Mal Kelapa Gading		
Cilandak Town Square		
Bintaro Plaza		
City Walk		
Mangga Dua Square		
Mal Artha Gading		
Buaran Plaza		
Kalibata Mall		
Plaza Pondok Gede		
Pluit Mega Mall		
Atrium Senen		
Mall of Indonesia		
Cibubur Junction		
Citraland		
eX		
Cinere Mall		
Tamini Square		

Source: Sour Sally's & J.Co's website, compiled by the researcher

As for Yogu Buzz, the franchisee should consider to take note on the second-tier malls J.Co operated on as the place for Yogu Buzz to penetrate the market from the lower segment or to those price-sensitive consumers. However it is not impossible for Yogu Buzz to be opened in the top-tier malls. Table 5.7 suggests that some top-tier malls J.Co operated in have not been penetrated by Sour Sally, for example Mall of Indonesia and eX. As the result of the research suggest that when Sour Sally or the frozen yogurt respondents used to consume does not exist in a certain malls, majority of the respondents are willing to try Yogu Buzz out. Yogu Buzz can make an entrance to these malls without being perceived as high-profile and expensive brand by open its outlet in the food-court of the malls which will give Yogu Buzz higher exposure to the consumers. Should Yogu Buzz appear on the food-court, consumers can easily access it to buy the frozen yogurt as not too many dessert outlets took a place on the food-court. At this point Yogu Buzz can also leverage Sour Sally image to its benefit that will ensure consumers on the product quality of Yogu Buzz.

Targeting the student group can be a stepping point of Yogu Buzz as this group can be price sensitive at times but still having the will to keep up with their surroundings. Another strategy can be used by Yogu Buzz is by franchise offering to the universities or by opening a Yogu Buzz kiosk on canteen in some universities. By having Yogu Buzz comes near them, the students can now find a better access on frozen yogurt that they do not have to spend extra cost to go to a mall and for Yogu Buzz itself it has better chance of better exposure, increasing brand awareness, and build potential customer basis as well as word-of-mouth agents. However, taking note from the assortment of frozen yogurt Yogu Buzz offered which limited only on plain yogurt, it is necessary for Yogu Buzz to keep the customers ecstatic. Developing new taste will lead to higher cost and will increase the price, so Yogu Buzz better play it wise on the topping selection. Introducing new topping periodically can keep the customers coming back for more, and after that to avoid customers' boredom, the topping then will have the rotation in term of the appearance. The rotation of the topping can make Yogu Buzz keep running on the market. Other than that, it is possible for Yogu Buzz to introduce a new form of frozen yogurt, a bar-stick one which can resemble ice cream. This new form of frozen yogurt can also be added to Yogu Buzz's product at relatively cheaper cost.

Another route Yogu Buzz can pursue is by branching out towards outer area of Jakarta, to Bogor and Depok. The two cities have the potential in term of purchasing power. The intention to branch out the outer Jakarta area because in Jakarta itself, the frozen yogurt brand has been crowded over the last two years and the association of certain brands have already established in consumers' perception that affect their consumption pattern and purchasing behavior. On the outer Jakarta area like Bogor and Depok, more hip places are opened for example Margo City and Botani Square which on daily basis, both malls attract a lot of visitors. J.Co has already operated in these malls then Yogu Buzz can compete with J.Co/J.Cool. Besides, Yogu Buzz can start fresh by fully taking advantage of Sour Sally name on it which can generate curiosity from the local to give it a try. All those routes of Yogu Buzz brand development required an in-line relation with Sour Sally as the parent brand so the control of the activities held by the franchisee still flow in the similar stream to the Sour Sally business.

As evaluated earlier that J.Cool under J.Co has slight advantage with the variety of offerings by J.Co as it delivered a concept of one-stop dessert stalk. The advantage affects J.Cool‘s popularity and familiarity in the public. Yogu Buzz as the competitor brand could not compete with J.Cool on the advantage J.Co has since Yogu Buzz was limited not only by the offering but also the number of outlets that have been the major issue explained earlier. To keep up with the offerings franchise has been a good business model for Yogu Buzz even if the food and beverage franchise though viewed as a sensitive franchise category. However, Sour Sally actually offers a partnership through it, the stall and the machine has been provided. To maximize it, it is necessary to provide the franchisee trained workers as the salesperson in the Yogu Buzz booth. Compare to J.Cool, Yogu Buzz can actually excel in term of flexibility as Yogu Buzz can have more opportunities on taking the initiatives of bringing the brand closer to the customers, unlike J.Cool which needs J.Co's opening to be present as its sharing cost system and the product-line edge are limiting its movement. Financial wise, J.Cool/J.Co expansion might be viewed as more cost-friendly but Yogu Buzz with the partnership model with Sour Sally, though it might be not as cost-friendly as J.Cool/J.Co, but there is a trade-off of the cost aspect, that Yogu Buzz is more flexible. The partnership franchise model can also let Yogu Buzz collaborated with franchisee who already holds other franchise license that it can increase Yogu Buzz visibility. The collaboration can also come to an advantage if Yogu Buzz can make a tactical move by offering Yogu Buzz franchise to an established food and beverages franchise holder as both can complete each other. Sour Sally image can be leverage as trusted brand in the frozen yogurt category and Yogu Buzz itself can find certain way to compete with the variety of J.Co offerings as Yogu Buzz exist under an established franchise business. More on the system, the franchise model can be set as an exclusive partnership with the established F&B franchisee while keeping the options open for other potential franchisee with the non-exclusive model.

In marketing communication, Yogu Buzz franchisee should line up a word-of-mouth campaign to promote the brand first as it is the awareness that needed to be built. This tactic is based on the findings that there is higher chance of people willing to recommend the brand to others; some even have intention to try Yogu Buzz based on their understanding on Sour Sally's quality. With this attitude evaluation, generating public attention through more interesting promo and be featured on an editorial in related magazines like lifestyle, food and beverage magazines or sections in a newspapers or even the business-related magazines like Franchise or Investor Daily, as well as participating in the franchise exhibition. Aside from promoting Yogu Buzz as a brand, this kind of communication also promotes the feasibility of frozen yogurt business to the society and potential franchisee. Yogu Buzz should build its reputation as a trusted frozen yogurt brand with good product quality so it does not need to depend so much on leveraging the image of Sour Sally. The efforts will strengthen Yogu Buzz brand image that its quality is not incomparable to the other high-class frozen yogurt brand. To get started, Yogu Buzz should push the marketing communication effort to balance the possible outlet opening coming in the future. The logic is that the top-of-mind brand can have the potential to be viewed as the brand the consumers engage the most and the brand that have high feasibility in term of business.

CHAPTER 6
SUMMARY AND SUGGESTIONS

6.1 Summary

Yogu Buzz launched by Sour Sally as an initiation to deliver frozen yogurt to the whole society. Sour Sally considered Yogu Buzz as Fro-yo for everyone. Yogu Buzz launched on November 2009 opening its first outlet in ITC Kuningan, later in Blok M Plaza, and soon in Citraland. With franchise as business model and partnership offering with Sour Sally, Yogu Buzz is aimed to bring the brand closer to the society.

However, the findings in the research proved that Yogu Buzz still has low brand awareness as evaluated by consumers while its parent brand, Sour Sally tops the top-of-mind brand as well as the most recalled. The closest competition Sour Sally has is J.Cool by J.Co. At the same price range, Yogu Buzz is expected to compete with J.Cool. When being checked if there are any associations transferred from Sour Sally to Yogu Buzz, the evaluation only favor the ‘Good for health’ factor that both brand has no significant difference. While Sour Sally still perceived as the premium brand which outlet is in reach, Yogu Buzz gained the edge as the frozen yogurt at reasonable price and perceived to be more unisex than Sour Sally. The attitude from the three sample groups shows that the frozen-yogurt consumers, either Sour Sally’s or competitor brands’, relatively give positive acceptance towards Yogu Buzz by Sour Sally, even though Sour Sally consumers give the more favorable acceptance. And the trend continues that Sour Sally consumers favors more on Yogu Buzz as they are more willing to consume and recommend Yogu Buzz but still maintain their loyalty to Sour Sally the most. The findings minimize the chance of cannibalization that might occur from the introduction of new line extension.

To conclude the thesis, it was found that consumers perceived Sour Sally and Yogu Buzz as different brand even if they both in the same management. Taken to account the objectives of the research, it was found that both Sour Sally consumers and competitor brands consumers viewed Sour Sally and Yogu Buzz as two different entities. Both groups consider Sour Sally as premium brand with accessible outlets and appealing to broader consumer’s age. However, both groups agree that Sour Sally’s frozen yogurt price is considered not reasonable. On the other hand both groups stated Yogu Buzz as a frozen yogurt with reasonable price but lack the premium image. The findings also answers that Yogu Buzz did not hurt the image and equity of Sour Sally as it might have the chance to build its own by the findings that suggest that consumers are willing to try Yogu Buzz out.

6.2 Suggestions

Yogu Buzz in franchise model is actually feasible especially when viewed by the consumers’ evaluation. However, Yogu Buzz has low brand awareness that can inhibit its potential. So it is necessary for Yogu Buzz to start well-marketing communication efforts as well as more expansions that will increase its visibility. Yogu Buzz can start to leverage Sour Sally image and taking advantages of line of promotion held by Sour Sally to introduce Yogu Buzz to the market.

Strategically, it is advisable that Yogu Buzz need to start branching out to the outer Jakarta area in which it can start fresh. Not only that, the location suggested for Yogu Buzz to operated is in the malls, however, Yogu Buzz should concentrate on the second-tier malls and seeking out business opportunity by opening outlets that can possibly bring Yogu Buzz closer to the customers like in mall’s food-courts or universities. Price edge, that will give J.Cool a run for its money, should be maintained by Yogu Buzz as consumers favor the price associations strongly which can give it a more chance to be established in the frozen yogurt market.

For further research, it is suggested that wider demographic of respondents were involved to represent the more accurate vision of the consumers evaluation on the frozen yogurt industry. On the business side, it is also interesting to measure the feasibility of Yogu Buzz as a franchise business on a business-plan design that will give deeper analysis on the Yogu Buzz alone as a business, not only from the marketing aspect but also the operational system and financial measurements.

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APPENDIX

Appendix 1 Questionnaire

Magister Manajemen
Fakultas Ekonomi
Universitas Indonesia

Responden YTH
Saya, Rio Ichsan Syafrizal, mahasiswa program Magister Manajemen Universitas Indonesia yang sedang melakukan penelitian untuk karya akhir. Saya meminta kesediaan Anda meluangkan waktu untuk menjawab pertanyaan yang akan saya ajukan. Dalam survey ini tidak ada jawaban yang benar atau salah, sehingga saya berharap Anda menjawab sesuai dengan keadaan Anda. Semua jawaban Anda akan menjadi masukan yang berharga untuk saya.

Terima Kasih

Nama:
E-mail:

Awareness terhadap frozen-yogurt

Q1 Saat Anda terpapar dengan kata , frozen-yogurt (fro-yo), merek apa yang Anda ketahui? Apa lagi? Apa lagi?

Merek	**Merek ke-1**	**Merek ke-2**	**Merek ke-3**	**Merek ke-4**	**Merek ke-5**
Sour Sally	1	1	1	1	1
Red Mango	2	2	2	2	2
Heavenly Blush	3	3	3	3	3
J.Cool	4	4	4	4	4
Tutti Frutti	5	5	5	5	5
Smooch	6	6	6	6	6
Icy Blue	7	7	7	7	7
Yogen Fruz	8	8	8	8	8
Yogulicious	9	9	9	9	9
Orangeberry	10	10	10	10	10
Eat Me Alice	11	11	11	11	11
Maru	12	12	12	12	12
Sweet Bearry	13	13	13	13	13
Yogu Buzz	14	14	14	14	14
	15				
	16				
Lainnya:					

Q2 Pertanyaan khusus jika pada Q1 belum menyebutkan Yogu Buzz
Apakah Anda pernah mendengar merek Yogu Buzz?

Ya	1
Tidak	2

Q3 Apakah Anda meng-konsumsi frozen yogurt dalam 3 bulan terakhir?

Ya	1	Lanjutkan ke Q5 dst
Tidak	2	Lanjutkan ke Q4 lalu Q9 dst

Q4 Pertanyaan khusus untuk responden yang menjawab Tidak pada Q3
Mengapa Anda tidak meng-konsumsi frozen yogurt? (jawaban boleh lebih dari satu)

Tidak suka dengan yogurt atau frozen yogurt (fro-yo)	1
Tidak sempat datang ke outlet fro-yo	2
Harganya mahal	3
Bosan	4
Memilih makanan selingan lain (es krim, kue/cake, pastry, dll)	5
Lainnya: ……………………………………………………	6

Konsumsi frozen yogurt

Q5.1 Di antara merek fro-yo berikut mana yang pernah Anda konsumsi? (jawaban boleh lebih dari satu)

Q5.2 Di antara merek fro-yo yang pernah Anda konsumsi tersebut, merek mana yang masih Anda konsumsi saat ini? (jawaban boleh lebih dari satu)

Q5.3 Di antara merek fro-yo yang masih Anda konsumsi saat ini, merek mana yang paling sering Anda konsumsi dalam 3 bulan terakhir? (satu jawaban saja)

Q5.4 Sudah berapa lama rentang konsumsi fro-yo yang paling sering Anda konsumsi? (satu jawaban saja)

Q5.5 Di antara merek fro-yo berikut, merek mana yang mungkin akan Anda konsumsi 3 bulan ke depan? (jawaban boleh lebih dari satu)

Merek	Q5.1	Q5.2	Q5.3	Q5.4 (dalam bulan)						Q5.5
	Pernah dikonsumsi	Masih dikonsumsi	Paling sering dikonsumsi	< 1	1-3	4-6	7-12	13-20	>20	Akan dikonsumsi
Sour Sally	1	1	1	1	1	1	1	1	1	1
Red Mango	2	2	2	2	2	2	2	2	2	2
Heavenly Blush	3	3	3	3	3	3	3	3	3	3
J.Cool	4	4	4	4	4	4	4	4	4	4
Tutti Frutti	5	5	5	5	5	5	5	5	5	5
Smooch	6	6	6	6	6	6	6	6	6	6
Icy Blue	7	7	7	7	7	7	7	7	7	7
Yogen Fruz	8	8	8	8	8	8	8	8	8	8
Yogulicious	9	9	9	9	9	9	9	9	9	9
Orangeberry	10	10	10	10	10	10	10	10	10	10
Eat Me Alice	11	11	11	11	11	11	11	11	11	11
Maru	12	12	12	12	12	12	12	12	12	12
Sweet Bearry	13	13	13	13	13	13	13	13	13	13
Yogu Buzz	14	14	14	14	14	14	14	14	14	14
	15	15	15	15	15	15	15	15	15	15
	16	16	16	16	16	16	16	16	16	16
Lainnya:										

Q6 Mengapa Anda mengkonsumsi frozen yogurt? (boleh lebih dari satu jawaban)

Karena suka dengan yogurt	1
Karena yogurt baik untuk kesehatan	2
Karena frozen yogurt sedang menjadi trend	3
Karena ajakan orang di sekitar saya	4
Lainnya..	5

Q7 Kapan biasanya Anda mengkonsumsi frozen yogurt? Kapan lagi? Kapan lagi? (boleh lebih dari satu jawaban)

Setelah makan siang	1
Setiap menginginkan makanan kudapan/selingan	2
Sore hari/malam	3
Bila sedang berada di mal yang ada outlet fro-yo	4
Bila bosan dengan makanan selingan lain	5
Saat berkumpul dengan teman/rekan/keluarga	6
Lainnya...	7

Q8 Frozen yogurt seperti apa yang sering Anda konsumsi? (satu jawaban saja)

Plain yogurt (yogurt tanpa rasa) dan tanpa topping	1
Plain yogurt (yogurt tanpa rasa) dengan topping	2
Yogurt dengan variasi rasa dan tanpa topping	3
Yogurt dengan variasi rasa dengan topping	4
Lainnya…………………………………………..	5

Persepsi Produk

Show card mengenai Sour Sally ditunjukkan kepada responden

Q9 Berilah penilaian Anda dengan tanda silang (X) sejauh mana pernyataan berikut menggambarkan merek "Sour Sally"
Nilai 1 = sangat tidak setuju – Nilai 6 = sangat setuju

Pernyataan		1 (Sangat Tidak Setuju)	2 (Tidak Setuju)	3 (Kurang Setuju)	4 (Agak Setuju)	5 (Setuju)	6 (Sangat Setuju)
1	Produk yogurt yang premium						
2	Produk yogurt untuk pribadi yang modern dan trendy						
3	Produk yogurt yang enak dan menyegarkan						
4	Produk yogurt yang variatif						
5	Produk yogurt yang harganya terjangkau						
6	Produk unisex						
7	Produk yogurt yang dapat dikonsumsi semua usia						
8	Produk yogurt yang iklan dan						

	promosinya menarik						
9	Produk yogurt yang menyehatkan						
10	Produk yogurt yang outlet-nya mudah dijumpai						

Persepsi Produk

Show card mengenai Yogu Buzz by Sour Sally ditunjukkan kepada responden

Q10 Berilah penilaian Anda dengan tanda silang (X) sejauh mana pernyataan berikut menggambarkan merek "Yogu Buzz by Sour Sally"
Nilai 1 = sangat tidak setuju – Nilai 6 = sangat setuju

Pernyataan		1 (Sangat Tidak Setuju)	2 (Tidak Setuju)	3 (Kurang Setuju)	4 (Agak Setuju)	5 (Setuju)	6 (Sangat Setuju)
1	Produk yogurt yang outlet-nya mudah dijumpai						
2	Produk yogurt yang iklan dan promosinya menarik						
3	Produk yogurt yang dapat dikonsumsi semua usia						
4	Produk yogurt yang premium						
5	Produk yogurt yang variatif						
6	Produk unisex						
7	Produk yogurt yang menyehatkan						
8	Produk yogurt yang harganya terjangkau						
9	Produk yogurt yang enak dan menyegarkan						
10	Produk yogurt untuk pribadi yang modern dan trendy						

Attitude (Untuk konsumen Sour Sally)

Q11 Berilah penilaian Anda dengan tanda silang (X) sejauh mana Anda setuju dengan pernyataan berikut Nilai 1 = sangat tidak setuju – Nilai 6 = sangat setuju

Pernyataan		1 (Sangat Tidak Setuju)	2 (Tidak Setuju)	3 (Kurang Setuju)	4 (Agak Setuju)	5 (Setuju)	6 (Sangat Setuju)
1	Saya senang Sour Sally membuka extension baru dengan harga lebih murah						
2	Saya mau mencoba Yogu Buzz karena merek Sour Sally sudah terkenal kualitasnya						
3	Saya yakin kualitas Yogu Buzz sama baiknya dengan Sour Sally						
4	Saya akan menyarankan teman/keluarga untuk mencoba Yogu Buzz						
5	Saya tetap mau megkonsumsi Sour Sally walaupun sekarang ada Yogu Buzz						

Loyalty (Untuk konsumen Sour Sally)

Q12 Apabila Anda di pusat perbelanjaan dan hendak membeli fro-yo Sour Sally, ternyata tidak ada outlet-nya atau outlet-nya sedang tutup. Namun di sana ada outlet Yogu Buzz, apa yang Anda lakukan?

Mencari Sour Sally di tempat lain	1
Membeli yogurt di outlet lain yang sama premium-nya dengan Sour Sally	2
Membeli Yogu Buzz	3
Tidak jadi membeli	4

Attitude (Untuk konsumen brand kompetitor)

Q11 Berilah penilaian Anda dengan tanda silang (X) sejauh mana Anda setuju dengan pernyataan berikut Nilai 1 = sangat tidak setuju – Nilai 6 = sangat setuju

Pernyataan		1 (Sangat Tidak Setuju)	2 (Tidak Setuju)	3 (Kurang Setuju)	4 (Agak Setuju)	5 (Setuju)	6 (Sangat Setuju)
1	Saya senang Sour Sally membuka extension baru dengan harga lebih murah						
2	Saya mau mencoba Yogu Buzz karena merek Sour Sally sudah terkenal kualitasnya						
3	Sour Sally dan Yogu Buzz bagi saya sama saja						
4	Saya akan menyarankan teman/keluarga untuk mencoba Yogu Buzz						
5	Daripada mengkonsumsi Yogu Buzz saya lebih memilih membeli yogurt lain yang saya ketahui						

Loyalty (Untuk konsumen brand kompetitor)

Q12 Apabila Anda di pusat perbelanjaan dan hendak membeli fro-yo yang biasanya Anda konsumsi, ternyata tidak ada outlet-nya atau outlet-nya sedang tutup. Namun di sana ada outlet Yogu Buzz, apa yang Anda lakukan?

Mencari outlet fro-yo yang biasanya saya konsumsi di tempat lain	1
Membeli yogurt di outlet lain yang setara dengan merek yang biasa saya konsumsi tapi bukan Yogu Buzz	2
Membeli Yogu Buzz	3
Tidak jadi membeli	4

Attitude (Untuk konsumen non-yogurt)

Q11 Berilah penilaian Anda dengan tanda silang (X) sejauh mana Anda setuju dengan pernyataan berikut Nilai 1 = sangat tidak setuju – Nilai 6 = sangat setuju

	Pernyataan	1 (Sangat Tidak Setuju)	2 (Tidak Setuju)	3 (Kurang Setuju)	4 (Agak Setuju)	5 (Setuju)	6 (Sangat Setuju)
1	Saya senang Sour Sally membuka extension baru dengan harga lebih murah						
2	Saya mau mencoba Yogu Buzz karena merek Sour Sally sudah terkenal kualitasnya						
3	Sour Sally dan Yogu Buzz bagi saya sama saja						
4	Saya akan menyarankan teman/keluarga untuk mencoba Yogu Buzz						
5	Daripada mengkonsumsi Yogu Buzz saya lebih memilih makanan selingan lain yang sudah biasa saya konsumsi						

Loyalty (Untuk konsumen non-yogurt)

Q12 Apabila Anda di pusat perbelanjaan dan hendak membeli makanan selingan non-yogurt, ternyata tidak ada outlet-nya atau outlet-nya sedang tutup. Namun di sana ada outlet Yogu Buzz, apa yang Anda lakukan?

Mencari outlet makanan selingan yang sering saya konsumsi di tempat lain	1
Membeli makanan selingan lain yang bukan yogurt	2
Memutuskan untuk mencoba Yogu Buzz	3
Tidak jadi membeli	4

Profil Responden

Q13 Jenis kelamin Anda

Perempuan	1
Laki-Laki	2

Q14 Kelompok umur Anda

17-22 tahun	1
23-28 tahun	2
29-33 tahun	3
34-39 tahun	4
>39 tahun	5

Q15 Status Anda

Belum Menikah	1
Menikah	2
Lainnya: …………………………………..	3

Q16 Tingkat pendidikan terakhir Anda

SMU atau sederajat	1
D3	2
S1	3
S2	4

Q17 Pekerjaan Anda saat ini

Wiraswasta	1
Pegawai BUMN/Swasta	2
Pegawai Negeri	3
Mahasiswa	4
Pelajar	5
Lainnya:.......................................	6

Q18 Pengeluaran Anda per bulan untuk konsumsi makanan selingan (eg. es krim, yogurt, pastry dan kue-kue-an, dll)

>Rp 1.000.000	1
Rp 500.001 – Rp 1.000.000	2
Rp 100.001 – Rp 500.000	3
Rp 50.001 – Rp 100.000	4
<Rp 50.000	5

Terima Kasih

Appendix 2 Reliability test on brand association statements (pretest)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.657	.643	10

Item Statistics

	Mean	Std. Deviation	N
s1	5.2667	.44978	30
s2	4.3000	.65126	30
s3	4.5333	.73030	30
s4	5.0333	.41384	30
s5	3.1667	.46113	30
s6	3.4333	.89763	30
s7	4.2000	.71438	30
s8	4.6333	.49013	30
s9	4.0333	.41384	30
s10	5.2000	.48423	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
s1	38.5333	7.913	.184	.557	.655
s2	39.5000	6.603	.464	.488	.600
s3	39.2667	6.064	.551	.554	.574
s4	38.7667	7.013	.637	.504	.590
s5	40.6333	7.551	.322	.288	.634
s6	40.3667	6.240	.342	.400	.638
s7	39.6000	6.386	.466	.475	.597

s8	39.1667	8.420	-.028	.231	.689
s9	39.7667	8.392	.007	.186	.678
s10	38.6000	7.559	.295	.676	.638

Appendix 3 Reliability test on consumer's attitude statements (pretest)

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded(a)	0	.0
	Total	30	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.628	.646	5

Item Statistics

	Mean	Std. Deviation	N
a1	4.5333	.73030	30
a2	4.4667	.73030	30
a3	4.1000	.71197	30
a4	4.2000	.66436	30
a5	4.3333	.84418	30

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
a1	17.1000	3.541	.512	.579	.507
a2	17.1667	3.730	.432	.607	.549
a3	17.5333	3.982	.350	.257	.590
a4	17.4333	3.633	.555	.364	.494
a5	17.3000	4.286	.138	.177	.707

Appendix 4 Compare means of Sour Sally's association

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Premium yogurt	Sour Sally Consumer	40	5.3000	.46410	.07338	5.1516	5.4484	5.00	6.00
	Competitor brands consumer	40	5.2000	.40510	.06405	5.0704	5.3296	5.00	6.00
	Non yogurt consumer	40	5.0500	.31623	.05000	4.9489	5.1511	4.00	6.00
	Total	120	5.1833	.40962	.03739	5.1093	5.2574	4.00	6.00
Yogurt for modern and trendy individual	Sour Sally Consumer	40	4.8000	.46410	.07338	4.6516	4.9484	4.00	6.00
	Competitor brands consumer	40	4.4000	.54538	.08623	4.2256	4.5744	3.00	5.00
	Non yogurt consumer	40	3.9500	.74936	.11848	3.7103	4.1897	3.00	6.00
	Total	120	4.3833	.68824	.06283	4.2589	4.5077	3.00	6.00
Well-taste and refreshing yogurt	Sour Sally Consumer	40	5.0000	.22646	.03581	4.9276	5.0724	4.00	6.00
	Competitor brands consumer	40	4.2750	.59861	.09465	4.0836	4.4664	3.00	5.00
	Non yogurt consumer	40	4.0750	.85896	.13581	3.8003	4.3497	2.00	5.00
	Total	120	4.4500	.73164	.06679	4.3178	4.5822	2.00	6.00
Wide variety of yogurt	Sour Sally Consumer	40	5.1750	.44650	.07060	5.0322	5.3178	4.00	6.00
	Competitor brands consumer	40	4.9750	.15811	.02500	4.9244	5.0256	4.00	5.00
	Non yogurt consumer	40	4.8500	.57957	.09164	4.6646	5.0354	2.00	6.00
	Total	120	5.0000	.44909	.04100	4.9188	5.0812	2.00	6.00
Fro-yo at a reasonable price	Sour Sally Consumer	40	3.5500	.50383	.07966	3.3889	3.7111	3.00	4.00
	Competitor brands consumer	40	3.2000	.51640	.08165	3.0348	3.3652	2.00	4.00
	Non yogurt consumer	40	2.8500	.42667	.06746	2.7135	2.9865	2.00	4.00
	Total	120	3.2000	.55911	.05104	3.0989	3.3011	2.00	4.00
Unisex	Sour Sally Consumer	40	3.8250	.78078	.12345	3.5753	4.0747	2.00	5.00
	Competitor brands consumer	40	3.2500	.95407	.15085	2.9449	3.5551	2.00	5.00
	Non yogurt consumer	40	2.9250	.79703	.12602	2.6701	3.1799	2.00	5.00
	Total	120	3.3333	.91975	.08396	3.1671	3.4996	2.00	5.00
Yogurt for all ages	Sour Sally Consumer	40	4.5500	.55238	.08734	4.3733	4.7267	3.00	5.00
	Competitor brands consumer	40	4.4500	.71432	.11294	4.2215	4.6785	2.00	5.00
	Non yogurt consumer	40	4.1750	.71208	.11259	3.9473	4.4027	3.00	6.00
	Total	120	4.3917	.67731	.06183	4.2692	4.5141	2.00	6.00
Interesting ads and promo	Sour Sally Consumer	40	4.5000	.50637	.08006	4.3381	4.6619	4.00	5.00
	Competitor brands consumer	40	4.7000	.46410	.07338	4.5516	4.8484	4.00	5.00
	Non yogurt consumer	40	4.8250	.38481	.06084	4.7019	4.9481	4.00	5.00
	Total	120	4.6750	.47034	.04294	4.5900	4.7600	4.00	5.00
Good for health	Sour Sally Consumer	40	4.3500	.48305	.07638	4.1955	4.5045	4.00	5.00
	Competitor brands consumer	40	4.0750	.26675	.04218	3.9897	4.1603	4.00	5.00
	Non yogurt consumer	40	3.7750	.53048	.08388	3.6053	3.9447	3.00	5.00
	Total	120	4.0667	.49761	.04543	3.9767	4.1566	3.00	5.00
Outlet is in reach	Sour Sally Consumer	40	5.1750	.44650	.07060	5.0322	5.3178	4.00	6.00
	Competitor brands consumer	40	5.1250	.33493	.05296	5.0179	5.2321	5.00	6.00
	Non yogurt consumer	40	5.0000	.32026	.05064	4.8976	5.1024	4.00	6.00
	Total	120	5.1000	.37573	.03430	5.0321	5.1679	4.00	6.00

Appendix 5 One-way ANOVA of Sour Sally's Association

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Premium yogurt	Between Groups	1.267	2	.633	3.963	.022
	Within Groups	18.700	117	.160		
	Total	19.967	119			
Yogurt for modern and trendy individual	Between Groups	14.467	2	7.233	20.198	.000
	Within Groups	41.900	117	.358		
	Total	56.367	119			
Well-taste and refreshing yogurt	Between Groups	18.950	2	9.475	24.773	.000
	Within Groups	44.750	117	.382		
	Total	63.700	119			
Wide variety of yogurt	Between Groups	2.150	2	1.075	5.756	.004
	Within Groups	21.850	117	.187		
	Total	24.000	119			
Fro-yo at a reasonable price	Between Groups	9.800	2	4.900	20.923	.000
	Within Groups	27.400	117	.234		
	Total	37.200	119			
Unisex	Between Groups	16.617	2	8.308	11.565	.000
	Within Groups	84.050	117	.718		
	Total	100.667	119			
Yogurt for all ages	Between Groups	3.017	2	1.508	3.422	.036
	Within Groups	51.575	117	.441		
	Total	54.592	119			
Interesting ads and promo	Between Groups	2.150	2	1.075	5.203	.007
	Within Groups	24.175	117	.207		
	Total	26.325	119			
Good for health	Between Groups	6.617	2	3.308	16.940	.000
	Within Groups	22.850	117	.195		
	Total	29.467	119			
Outlet is in reach	Between Groups	.650	2	.325	2.354	.099
	Within Groups	16.150	117	.138		
	Total	16.800	119			

Appendix 6 Post-Hoc LSD test of Sour Sally's Association

Multiple Comparisons

LSD

Dependent Variable	(I) Group	(J) Group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Premium yogurt	Sour Sally Consumer	Competitor brands consumer	.10000	.08939	.266	-.0770	.2770
		Non yogurt consumer	.25000*	.08939	.006	.0730	.4270
	Competitor brands consumer	Sour Sally Consumer	-.10000	.08939	.266	-.2770	.0770
		Non yogurt consumer	.15000	.08939	.096	-.0270	.3270
	Non yogurt consumer	Sour Sally Consumer	-.25000*	.08939	.006	-.4270	-.0730
		Competitor brands consumer	-.15000	.08939	.096	-.3270	.0270
Yogurt for modern and trendy individual	Sour Sally Consumer	Competitor brands consumer	.40000*	.13381	.003	.1350	.6650
		Non yogurt consumer	.85000*	.13381	.000	.5850	1.1150
	Competitor brands consumer	Sour Sally Consumer	-.40000*	.13381	.003	-.6650	-.1350
		Non yogurt consumer	.45000*	.13381	.001	.1850	.7150
	Non yogurt consumer	Sour Sally Consumer	-.85000*	.13381	.000	-1.1150	-.5850
		Competitor brands consumer	-.45000*	.13381	.001	-.7150	-.1850
Well-taste and refreshing yogurt	Sour Sally Consumer	Competitor brands consumer	.72500*	.13829	.000	.4511	.9989
		Non yogurt consumer	.92500*	.13829	.000	.6511	1.1989
	Competitor brands consumer	Sour Sally Consumer	-.72500*	.13829	.000	-.9989	-.4511
		Non yogurt consumer	.20000	.13829	.151	-.0739	.4739
	Non yogurt consumer	Sour Sally Consumer	-.92500*	.13829	.000	-1.1989	-.6511
		Competitor brands consumer	-.20000	.13829	.151	-.4739	.0739
Wide variety of yogurt	Sour Sally Consumer	Competitor brands consumer	.20000*	.09663	.041	.0086	.3914
		Non yogurt consumer	.32500*	.09663	.001	.1336	.5164
	Competitor brands consumer	Sour Sally Consumer	-.20000*	.09663	.041	-.3914	-.0086
		Non yogurt consumer	.12500	.09663	.198	-.0664	.3164
	Non yogurt consumer	Sour Sally Consumer	-.32500*	.09663	.001	-.5164	-.1336
		Competitor brands consumer	-.12500	.09663	.198	-.3164	.0664
Fro-yo at a reasonable price	Sour Sally Consumer	Competitor brands consumer	.35000*	.10821	.002	.1357	.5643
		Non yogurt consumer	.70000*	.10821	.000	.4857	.9143
	Competitor brands consumer	Sour Sally Consumer	-.35000*	.10821	.002	-.5643	-.1357
		Non yogurt consumer	.35000*	.10821	.002	.1357	.5643
	Non yogurt consumer	Sour Sally Consumer	-.70000*	.10821	.000	-.9143	-.4857
		Competitor brands consumer	-.35000*	.10821	.002	-.5643	-.1357
Unisex	Sour Sally Consumer	Competitor brands consumer	.57500*	.18952	.003	.1997	.9503
		Non yogurt consumer	.90000*	.18952	.000	.5247	1.2753
	Competitor brands consumer	Sour Sally Consumer	-.57500*	.18952	.003	-.9503	-.1997
		Non yogurt consumer	.32500	.18952	.089	-.0503	.7003
	Non yogurt consumer	Sour Sally Consumer	-.90000*	.18952	.000	-1.2753	-.5247
		Competitor brands consumer	-.32500	.18952	.089	-.7003	.0503
Yogurt for all ages	Sour Sally Consumer	Competitor brands consumer	.10000	.14846	.502	-.1940	.3940
		Non yogurt consumer	.37500*	.14846	.013	.0810	.6690
	Competitor brands consumer	Sour Sally Consumer	.10000	.14846	.502	.3940	.1940
		Non yogurt consumer	.27500	.14846	.066	-.0190	.5690
	Non yogurt consumer	Sour Sally Consumer	-.37500*	.14846	.013	-.6690	-.0810
		Competitor brands consumer	-.27500	.14846	.066	-.5690	.0190

Interesting ads and promo	Sour Sally Consumer	Competitor brands consumer	-.20000	.10164	.051	-.4013	.0013
		Non yogurt consumer	-.32500*	.10164	.002	-.5263	-.1237
	Competitor brands consumer	Sour Sally Consumer	.20000	.10164	.051	-.0013	.4013
		Non yogurt consumer	-.12500	.10164	.221	-.3263	.0763
	Non yogurt consumer	Sour Sally Consumer	.32500*	.10164	.002	.1237	.5263
		Competitor brands consumer	.12500	.10164	.221	-.0763	.3263
Good for health	Sour Sally Consumer	Competitor brands consumer	.27500*	.09882	.006	.0793	.4707
		Non yogurt consumer	.57500*	.09882	.000	.3793	.7707
	Competitor brands consumer	Sour Sally Consumer	-.27500*	.09882	.006	-.4707	-.0793
		Non yogurt consumer	.30000*	.09882	.003	.1043	.4957
	Non yogurt consumer	Sour Sally Consumer	-.57500*	.09882	.000	-.7707	-.3793
		Competitor brands consumer	-.30000*	.09882	.003	-.4957	-.1043
Outlet is in reach	Sour Sally Consumer	Competitor brands consumer	.05000	.08308	.548	-.1145	.2145
		Non yogurt consumer	.17500*	.08308	.037	.0105	.3395
	Competitor brands consumer	Sour Sally Consumer	-.05000	.08308	.548	-.2145	.1145
		Non yogurt consumer	.12500	.08308	.135	-.0395	.2895
	Non yogurt consumer	Sour Sally Consumer	-.17500*	.08308	.037	-.3395	-.0105
		Competitor brands consumer	-.12500	.08308	.135	-.2895	.0395

*. The mean difference is significant at the .05 level.

Appendix 7 Compare means of Yogu Buzz's association

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Premium yogurt	Sour Sally consumer	40	2.2250	.42290	.06687	2.0897	2.3603	2.00	3.00
	Competitor brands consumer	40	2.3750	.49029	.07752	2.2182	2.5318	2.00	3.00
	Non yogurt consumer	40	2.5500	.63851	.10096	2.3458	2.7542	2.00	5.00
	Total	120	2.3833	.53740	.04906	2.2862	2.4805	2.00	5.00
Yogurt for modern and trendy individual	Sour Sally consumer	40	4.4000	.49614	.07845	4.2413	4.5587	4.00	5.00
	Competitor brands consumer	40	4.0750	.41679	.06590	3.9417	4.2083	3.00	5.00
	Non yogurt consumer	40	3.6000	.59052	.09337	3.4111	3.7889	3.00	5.00
	Total	120	4.0250	.60059	.05483	3.9164	4.1336	3.00	5.00
Well taste and refreshing yogurt	Sour Sally consumer	40	4.3500	.53349	.08435	4.1794	4.5206	3.00	5.00
	Competitor brands consumer	40	3.7750	.53048	.08388	3.6053	3.9447	2.00	5.00
	Non yogurt consumer	40	3.4250	.67511	.10674	3.2091	3.6409	1.00	5.00
	Total	120	3.8500	.69391	.06335	3.7246	3.9754	1.00	5.00
Wide variety of yogurt	Sour Sally consumer	40	2.3750	.49029	.07752	2.2182	2.5318	2.00	3.00
	Competitor brands consumer	40	2.7000	.51640	.08165	2.5348	2.8652	2.00	4.00
	Non yogurt consumer	40	2.6750	.47434	.07500	2.5233	2.8267	2.00	3.00
	Total	120	2.5833	.51177	.04672	2.4908	2.6758	2.00	4.00
Fro yo at a reasonable price	Sour Sally consumer	40	5.0750	.34991	.05533	4.9631	5.1869	4.00	6.00
	Competitor brands consumer	40	5.0750	.26675	.04218	4.9897	5.1603	5.00	6.00
	Non yogurt consumer	40	4.9500	.38895	.06150	4.8256	5.0744	3.00	6.00
	Total	120	5.0333	.34136	.03116	4.9716	5.0950	3.00	6.00
Unisex	Sour Sally consumer	40	3.8000	.75786	.11983	3.5576	4.0424	2.00	5.00
	Competitor brands consumer	40	3.7000	.91147	.14412	3.4085	3.9915	2.00	5.00
	Non yogurt consumer	40	4.1000	.92819	.14676	3.8032	4.3968	2.00	6.00
	Total	120	3.8667	.87863	.08021	3.7078	4.0255	2.00	6.00
Yogurt for all ages	Sour Sally consumer	40	4.6000	.54538	.08623	4.4256	4.7744	3.00	5.00
	Competitor brands consumer	40	4.5250	.75064	.11869	4.2849	4.7651	2.00	5.00
	Non yogurt consumer	40	4.7000	.64847	.10253	4.4926	4.9074	2.00	5.00
	Total	120	4.6083	.65203	.05952	4.4905	4.7262	2.00	5.00
Interesting ads and promo	Sour Sally consumer	40	3.6250	.95239	.15059	3.3204	3.9296	2.00	5.00
	Competitor brands consumer	40	3.9000	.90014	.14233	3.6121	4.1879	2.00	5.00
	Non yogurt consumer	40	4.0250	.61966	.09798	3.8268	4.2232	2.00	5.00
	Total	120	3.8500	.84664	.07729	3.6970	4.0030	2.00	5.00
Good for health	Sour Sally consumer	40	4.4000	.49614	.07845	4.2413	4.5587	4.00	5.00
	Competitor brands consumer	40	4.0500	.22072	.03490	3.9794	4.1206	4.00	5.00
	Non yogurt consumer	40	3.7500	.54302	.08586	3.5763	3.9237	3.00	5.00
	Total	120	4.0667	.51422	.04694	3.9737	4.1596	3.00	5.00
Outlet is in reach	Sour Sally consumer	40	2.1000	.30382	.04804	2.0028	2.1972	2.00	3.00
	Competitor brands consumer	40	2.1250	.33493	.05296	2.0179	2.2321	2.00	3.00
	Non yogurt consumer	40	2.1500	.36162	.05718	2.0343	2.2657	2.00	3.00
	Total	120	2.1250	.33211	.03032	2.0650	2.1850	2.00	3.00

Appendix 8 One-way ANOVA of Yogu Buzz's Association

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Premium yogurt	Between Groups	2.117	2	1.058	3.840	.024
	Within Groups	32.250	117	.276		
	Total	34.367	119			
Yogurt for modern and trendy individual	Between Groups	12.950	2	6.475	25.274	.000
	Within Groups	29.975	117	.256		
	Total	42.925	119			
Well taste and refreshing yogurt	Between Groups	17.450	2	8.725	25.617	.000
	Within Groups	39.850	117	.341		
	Total	57.300	119			
Wide variety of yogurt	Between Groups	2.617	2	1.308	5.362	.006
	Within Groups	28.550	117	.244		
	Total	31.167	119			
Fro yo at a reasonable price	Between Groups	.417	2	.208	1.812	.168
	Within Groups	13.450	117	.115		
	Total	13.867	119			
Unisex	Between Groups	3.467	2	1.733	2.294	.105
	Within Groups	88.400	117	.756		
	Total	91.867	119			
Yogurt for all ages	Between Groups	.617	2	.308	.722	.488
	Within Groups	49.975	117	.427		
	Total	50.592	119			
Interesting ads and promo	Between Groups	3.350	2	1.675	2.391	.096
	Within Groups	81.950	117	.700		
	Total	85.300	119			
Good for health	Between Groups	8.467	2	4.233	21.535	.000
	Within Groups	23.000	117	.197		
	Total	31.467	119			
Outlet is in reach	Between Groups	.050	2	.025	.224	.800
	Within Groups	13.075	117	.112		
	Total	13.125	119			

Appendix 9 Post Hoc LSD test of Yogu Buzz's Association

Multiple Comparisons

LSD

Dependent Variable	(I) Group	(J) Group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
Premium yogurt	Sour Sally consumer	Competitor brands consumer	-.15000	.11740	.204	-.3825	.0825
		Non yogurt consumer	-.32500*	.11740	.007	-.5575	-.0925
	Competitor brands consumer	Sour Sally consumer	.15000	.11740	.204	-.0825	.3825
		Non yogurt consumer	-.17500	.11740	.139	-.4075	.0575
	Non yogurt consumer	Sour Sally consumer	.32500*	.11740	.007	.0925	.5575
		Competitor brands consumer	.17500	.11740	.139	-.0575	.4075
Yogurt for modern and trendy individual	Sour Sally consumer	Competitor brands consumer	.32500*	.11318	.005	.1009	.5491
		Non yogurt consumer	.80000*	.11318	.000	.5759	1.0241
	Competitor brands consumer	Sour Sally consumer	-.32500*	.11318	.005	-.5491	-.1009
		Non yogurt consumer	.47500*	.11318	.000	.2509	.6991
	Non yogurt consumer	Sour Sally consumer	-.80000*	.11318	.000	-1.0241	-.5759
		Competitor brands consumer	-.47500*	.11318	.000	-.6991	-.2509
Well taste and refreshing yogurt	Sour Sally consumer	Competitor brands consumer	.57500*	.13050	.000	.3166	.8334
		Non yogurt consumer	.92500*	.13050	.000	.6666	1.1834
	Competitor brands consumer	Sour Sally consumer	-.57500*	.13050	.000	-.8334	-.3166
		Non yogurt consumer	.35000*	.13050	.008	.0916	.6084
	Non yogurt consumer	Sour Sally consumer	-.92500*	.13050	.000	-1.1834	-.6666
		Competitor brands consumer	-.35000*	.13050	.008	-.6084	-.0916

Wide variety of yogurt	Sour Sally consumer	Competitor brands consumer	-.32500*	.11046	.004	-.5438	-.1062
		Non yogurt consumer	-.30000*	.11046	.008	-.5188	-.0812
	Competitor brands consumer	Sour Sally consumer	.32500*	.11046	.004	.1062	.5438
		Non yogurt consumer	.02500	.11046	.821	-.1938	.2438
	Non yogurt consumer	Sour Sally consumer	.30000*	.11046	.008	.0812	.5188
		Competitor brands consumer	-.02500	.11046	.821	-.2438	.1938
Fro yo at a reasonable price	Sour Sally consumer	Competitor brands consumer	.00000	.07581	1.000	-.1501	.1501
		Non yogurt consumer	.12500	.07581	.102	-.0251	.2751
	Competitor brands consumer	Sour Sally consumer	.00000	.07581	1.000	-.1501	.1501
		Non yogurt consumer	.12500	.07581	.102	-.0251	.2751
	Non yogurt consumer	Sour Sally consumer	-.12500	.07581	.102	-.2751	.0251
		Competitor brands consumer	-.12500	.07581	.102	-.2751	.0251
Unisex	Sour Sally consumer	Competitor brands consumer	.10000	.19437	.608	-.2849	.4849
		Non yogurt consumer	-.30000	.19437	.125	-.6849	.0849
	Competitor brands consumer	Sour Sally consumer	-.10000	.19437	.608	-.4849	.2849
		Non yogurt consumer	-.40000*	.19437	.042	-.7849	-.0151
	Non yogurt consumer	Sour Sally consumer	.30000	.19437	.125	-.0849	.6849
		Competitor brands consumer	.40000*	.19437	.042	.0151	.7849
Yogurt for all ages	Sour Sally consumer	Competitor brands consumer	.07500	.14614	.609	-.2144	.3644
		Non yogurt consumer	-.10000	.14614	.495	-.3894	.1894
	Competitor brands consumer	Sour Sally consumer	-.07500	.14614	.609	-.3644	.2144
		Non yogurt consumer	-.17500	.14614	.234	-.4644	.1144
	Non yogurt consumer	Sour Sally consumer	.10000	.14614	.495	-.1894	.3894
		Competitor brands consumer	.17500	.14614	.234	-.1144	.4644
Interesting ads and promo	Sour Sally consumer	Competitor brands consumer	-.27500	.18714	.144	-.6456	.0956
		Non yogurt consumer	-.40000*	.18714	.035	-.7706	-.0294
	Competitor brands consumer	Sour Sally consumer	.27500	.18714	.144	-.0956	.6456
		Non yogurt consumer	-.12500	.18714	.505	-.4956	.2456
	Non yogurt consumer	Sour Sally consumer	.40000*	.18714	.035	.0294	.7706
		Competitor brands consumer	.12500	.18714	.505	-.2456	.4956
Good for health	Sour Sally consumer	Competitor brands consumer	.35000*	.09914	.001	.1537	.5463
		Non yogurt consumer	.65000*	.09914	.000	.4537	.8463
	Competitor brands consumer	Sour Sally consumer	-.35000*	.09914	.001	-.5463	-.1537
		Non yogurt consumer	.30000*	.09914	.003	.1037	.4963
	Non yogurt consumer	Sour Sally consumer	-.65000*	.09914	.000	-.8463	-.4537
		Competitor brands consumer	-.30000*	.09914	.003	-.4963	-.1037
Outlet is in reach	Sour Sally consumer	Competitor brands consumer	-.02500	.07475	.739	-.1730	.1230
		Non yogurt consumer	-.05000	.07475	.505	-.1980	.0980
	Competitor brands consumer	Sour Sally consumer	.02500	.07475	.739	-.1230	.1730
		Non yogurt consumer	-.02500	.07475	.739	-.1730	.1230
	Non yogurt consumer	Sour Sally consumer	.05000	.07475	.505	-.0980	.1980
		Competitor brands consumer	.02500	.07475	.739	-.1230	.1730

*. The mean difference is significant at the .05 level.

Appendix 10 Compare means and one-way ANOVA of respondents' attitude

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
I am happy Sour Sally opens a new line with cheaper price	Sour Sally consumer	40	5.0250	.15811	.02500	4.9744	5.0756	5.00	6.00
	Competitor brands consumer	40	4.7250	.55412	.08761	4.5478	4.9022	3.00	6.00
	Non yogurt consumer	40	3.9250	1.04728	.16559	3.5901	4.2599	2.00	5.00
	Total	120	4.5583	.82804	.07559	4.4087	4.7080	2.00	6.00
I am willing to consume Yogu Buzz because of Sour Sally's excellent quality	Sour Sally consumer	40	4.9500	.31623	.05000	4.8489	5.0511	4.00	6.00
	Competitor brands consumer	40	4.3750	.70484	.11144	4.1496	4.6004	2.00	5.00
	Non yogurt consumer	40	3.7250	1.13199	.17898	3.3630	4.0870	1.00	5.00
	Total	120	4.3500	.93170	.08505	4.1816	4.5184	1.00	6.00
I believe Yogu Buzz's quality is just like Sour Sally's	Sour Sally consumer	40	4.0500	.78283	.12378	3.7996	4.3004	3.00	5.00
	Competitor brands consumer	40	3.9250	.72986	.11540	3.6916	4.1584	3.00	5.00
	Non yogurt consumer	40	3.7500	.92681	.14654	3.4536	4.0464	2.00	6.00
	Total	120	3.9083	.81988	.07484	3.7601	4.0565	2.00	6.00
I will recommend Yogu Buzz to my friends and relatives	Sour Sally consumer	40	4.4500	.67748	.10712	4.2333	4.6667	3.00	6.00
	Competitor brands consumer	40	4.0250	.65974	.10431	3.8140	4.2360	2.00	5.00
	Non yogurt consumer	40	4.1250	.85297	.13487	3.8522	4.3978	1.00	5.00
	Total	120	4.2000	.75147	.06860	4.0642	4.3358	1.00	6.00
I would still consume.... ....even though Yogu Buzz is now launched	Sour Sally consumer	40	4.8250	.59431	.09397	4.6349	5.0151	3.00	6.00
	Competitor brands consumer	40	4.1000	.81019	.12810	3.8409	4.3591	3.00	5.00
	Non yogurt consumer	40	4.1750	.95776	.15144	3.8687	4.4813	3.00	6.00
	Total	120	4.3667	.85929	.07844	4.2113	4.5220	3.00	6.00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I am happy Sour Sally opens a new line with cheaper price	Between Groups	25.867	2	12.933	27.155	.000
	Within Groups	55.725	117	.476		
	Total	81.592	119			
I am willing to consume Yogu Buzz because of Sour Sally's excellent quality	Between Groups	30.050	2	15.025	23.999	.000
	Within Groups	73.250	117	.626		
	Total	103.300	119			
I believe Yogu Buzz's quality is just like Sour Sally's	Between Groups	1.817	2	.908	1.359	.261
	Within Groups	78.175	117	.668		
	Total	79.992	119			
I will recommend Yogu Buzz to my friends and relatives	Between Groups	3.950	2	1.975	3.653	.029
	Within Groups	63.250	117	.541		
	Total	67.200	119			
I would still consume............even though Yogu Buzz is now launched	Between Groups	12.717	2	6.358	9.899	.000
	Within Groups	75.150	117	.642		
	Total	87.867	119			

Appendix 11 Post Hoc LSD test of respondent’s attitude

Multiple Comparisons

LSD

Dependent Variable	(I) Group	(J) Group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
I am happy Sour Sally opens a new line with cheaper price	Sour Sally consumer	Competitor brands consumer	.30000	.15432	.054	-.0056	.6056
		Non yogurt consumer	1.10000*	.15432	.000	.7944	1.4056
	Competitor brands consumer	Sour Sally consumer	-.30000	.15432	.054	-.6056	.0056
		Non yogurt consumer	.80000*	.15432	.000	.4944	1.1056
	Non yogurt consumer	Sour Sally consumer	-1.10000*	.15432	.000	-1.4056	-.7944
		Competitor brands consumer	-.80000*	.15432	.000	-1.1056	-.4944
I am willing to consume Yogu Buzz because of Sour Sally's excellent quality	Sour Sally consumer	Competitor brands consumer	.57500*	.17693	.002	.2246	.9254
		Non yogurt consumer	1.22500*	.17693	.000	.8746	1.5754
	Competitor brands consumer	Sour Sally consumer	-.57500*	.17693	.002	-.9254	-.2246
		Non yogurt consumer	.65000*	.17693	.000	.2996	1.0004
	Non yogurt consumer	Sour Sally consumer	-1.22500*	.17693	.000	-1.5754	-.8746
		Competitor brands consumer	-.65000*	.17693	.000	-1.0004	-.2996
I believe Yogu Buzz's quality is just like Sour Sally's	Sour Sally consumer	Competitor brands consumer	.12500	.18278	.495	-.2370	.4870
		Non yogurt consumer	.30000	.18278	.103	-.0620	.6620
	Competitor brands consumer	Sour Sally consumer	-.12500	.18278	.495	-.4870	.2370
		Non yogurt consumer	.17500	.18278	.340	-.1870	.5370
	Non yogurt consumer	Sour Sally consumer	-.30000	.18278	.103	-.6620	.0620
		Competitor brands consumer	-.17500	.18278	.340	-.5370	.1870
I will recommend Yogu Buzz to my friends and relatives	Sour Sally consumer	Competitor brands consumer	.42500*	.16441	.011	.0994	.7506
		Non yogurt consumer	.32500	.16441	.050	-.0006	.6506
	Competitor brands consumer	Sour Sally consumer	-.42500*	.16441	.011	-.7506	-.0994
		Non yogurt consumer	-.10000	.16441	.544	-.4256	.2256
	Non yogurt consumer	Sour Sally consumer	-.32500	.16441	.050	-.6506	.0006
		Competitor brands consumer	.10000	.16441	.544	-.2256	.4256
I would still consume.... ....even though Yogu Buzz is now launched	Sour Sally consumer	Competitor brands consumer	.72500*	.17921	.000	.3701	1.0799
		Non yogurt consumer	.65000*	.17921	.000	.2951	1.0049
	Competitor brands consumer	Sour Sally consumer	-.72500*	.17921	.000	-1.0799	-.3701
		Non yogurt consumer	-.07500	.17921	.676	-.4299	.2799
	Non yogurt consumer	Sour Sally consumer	-.65000*	.17921	.000	-1.0049	-.2951
		Competitor brands consumer	.07500	.17921	.676	-.2799	.4299

*. The mean difference is significant at the .05 level.

Appendix 12 Paired sample test on Sour Sally-Yogu Buzz transfer associations

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Premium yogurt SS	5.1570	121	.50014	.04547
	Premium Yogurt YB	2.4050	121	.58564	.05324
Pair 2	Yogurt for modern and trendy individual SS	4.3802	121	.68625	.06239
	Yogurr for modern and trendy individual YB	4.0165	121	.60530	.05503
Pair 3	Well-taste and refreshing yogurt SS	4.4545	121	.73030	.06639
	Well-taste and refreshing yogurt YB	3.8347	121	.71119	.06465
Pair 4	Wide variety of yogurt SS	4.9835	121	.48276	.04389
	Wide variety of yogurt YB	2.6033	121	.55497	.05045
Pair 5	Fro-yo at a reasonable price SS	3.2149	121	.58032	.05276
	Fro-yo at a reasonable price YB	5.0083	121	.43772	.03979
Pair 6	Unisex SS	3.3388	121	.91791	.08345
	Unisex YB	3.8512	121	.89126	.08102
Pair 7	Yogurt for all ages SS	4.3967	121	.67675	.06152
	Yogurt for all ages YB	4.6116	121	.65028	.05912
Pair 8	Interesting ads and promo SS	4.6694	121	.47238	.04294
	Interesting ads and promo YB	3.8595	121	.84957	.07723
Pair 9	Good for health SS	4.0661	121	.49557	.04505
	Good for health YB	4.0579	121	.52118	.04738
Pair 10	Outlet is in reach SS	5.0744	121	.46842	.04258
	Outlet is in reach YB	2.1488	121	.42153	.03832

Appendix 12 (continued)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	Premium yogurt SS - Premium Yogurt YB	2.75207	.82947	.07541	2.60277	2.90137	36.497	120	.000
Pair 2	Yogurt for modern and trendy individual SS - Yogurr for modern and trendy individual YB	.36364	.76376	.06943	.22616	.50111	5.237	120	.000
Pair 3	Well-taste and refreshing yogurt SS - Well-taste and refreshing yogurt YB	.61983	.89681	.08153	.45841	.78126	7.603	120	.000
Pair 4	Wide variety of yogurt SS - Wide variety of yogurt YB	2.38017	.74449	.06768	2.24616	2.51417	35.167	120	.000
Pair 5	Fro-yo at a reasonable price SS - Fro-yo at a reasonable price YB	-1.79339	.70613	.06419	-1.92049	-1.66629	-27.937	120	.000
Pair 6	Unisex SS - Unisex YB	-.51240	1.34855	.12260	-.75513	-.26967	-4.180	120	.000
Pair 7	Yogurt for all ages SS - Yogurt for all ages YB	-.21488	.95050	.08641	-.38596	-.04379	-2.487	120	.014
Pair 8	Interesting ads and promo SS - Interesting ads and promo YB	.80992	.76718	.06974	.67183	.94801	11.613	120	.000
Pair 9	Good for health SS - Good for health YB	.00826	.59855	.05441	-.09947	.11600	.152	120	.880
Pair 10	Outlet is in reach SS - Outlet is in reach YB	2.92562	.59393	.05399	2.81872	3.03252	54.184	120	.000

Appendix 13 Paired samples test on Sour Sally associations by fro-yo consumer

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Premium yogurt - (Sour Sally consumer)	5.3000	40	.46410	.07338
	Premium yogurt - (competitor brands consumer)	5.2000	40	.40510	.06405
Pair 2	Yogurt for modern and trendy individual - (Sour Sally consumer)	4.8000	40	.46410	.07338
	Yogurt for modern and trendy individual - (competitor brands consumer)	4.4000	40	.54538	.08623
Pair 3	Well-taste and refreshing yogurt - (Sour Sally consumer)	5.0000	40	.22646	.03581
	Well-taste and refreshing yogurt - (competitor brands consumer)	4.2750	40	.59861	.09465
Pair 4	Wide variety of yogurt - (Sour Sally conumer)	5.1750	40	.44650	.07060
	Wide variety of yogurt - (competitor brands consumer)	4.9750	40	.15811	.02500
Pair 5	Fro-yo at a reasonable price - (Sour Sally consumer)	3.5500	40	.50383	.07966
	Fro-yo at a reasonable price - (competitor brands consumer)	3.2000	40	.51640	.08165
Pair 6	Unisex - (Sour Sally consumer)	3.8250	40	.78078	.12345
	Unisex - (competitor brands consumer)	3.2500	40	.95407	.15085
Pair 7	Yogurt for all ages (Sour Sally consumer)	4.5500	40	.55238	.08734
	Yogurt for all ages - (competitor brands consumer)	4.4500	40	.71432	.11294
Pair 8	Interesting ads and promo (Sour Sally consumer)	4.5000	40	.50637	.08006
	Interesting ads and promo - (competitor brands consumer)	4.7000	40	.46410	.07338
Pair 9	Good for health (Sour Sally consumer)	4.3500	40	.48305	.07638
	Good for health - (competitor brands consumer)	4.0750	40	.26675	.04218
Pair 10	Outlet is in reach (Sour Sally consumer)	5.1750	40	.44650	.07060
	Outlet is in reach - (competitor brands consumer)	5.1250	40	.33493	.05296

Appendix 13 (continued)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	Premium yogurt - (Sour Sally consumer) - Premium yogurt - (competitor brands consumer)	.10000	.67178	.10622	-.11484	.31484	.941	39	.352
Pair 2	Yogurt for modern and trendy individual - (Sour Sally consumer) - Yogurt for modern and trendy individual - (competitor brands consumer)	.40000	.74421	.11767	.16199	.63801	3.399	39	.002
Pair 3	Well-taste and refreshing yogurt - (Sour Sally consumer) - Well-taste and refreshing yogurt - (competitor brands consumer)	.72500	.67889	.10734	.50788	.94212	6.754	39	.000
Pair 4	Wide variety of yogurt - (Sour Sally conumer) - Wide variety of yogurt - (competitor brands consumer)	.20000	.46410	.07338	.05158	.34842	2.726	39	.010
Pair 5	Fro-yo at a reasonable price - (Sour Sally consumer) - Fro-yo at a reasonable price - (competitor brands consumer)	.35000	.76962	.12169	.10387	.59613	2.876	39	.006
Pair 6	Unisex - (Sour Sally consumer) - Unisex - (competitor brands consumer)	.57500	1.46563	.23174	.10627	1.04373	2.481	39	.018
Pair 7	Yogurt for all ages (Sour Sally consumer) - Yogurt for all ages - (competitor brands consumer)	.10000	1.05733	.16718	-.23815	.43815	.598	39	.553
Pair 8	Interesting ads and promo (Sour Sally consumer) - Interesting ads and promo - (competitor brands consumer)	-.20000	.75786	.11983	-.44238	.04238	-1.669	39	.103
Pair 9	Good for health (Sour Sally consumer) - Good for health - (competitor brands consumer)	.27500	.55412	.08761	.09778	.45222	3.139	39	.003
Pair 10	Outlet is in reach (Sour Sally consumer) - Outlet is in reach - (competitor brands consumer)	.05000	.55238	.08734	-.12666	.22666	.572	39	.570

Appendix 14 Paired samples test on Yogu Buzz associations by fro-yo consumer

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Premium yogurt - (Sour Sally consumer)	2.2250	40	.42290	.06687
	Premium yogurt - (competitor brands consumer)	2.3750	40	.49029	.07752
Pair 2	Yogurt for modern and trendy individual - (Sour Sally consumer)	4.4000	40	.49614	.07845
	Yogurt for modern and trendy individual - (competitor brands consumer)	4.0750	40	.41679	.06590
Pair 3	Well-taste and refreshing yogurt - (Sour Sally consumer)	4.3500	40	.53349	.08435
	Well-taste and refreshing yogurt - (competitor brands consumer)	3.7750	40	.53048	.08388
Pair 4	Wide variety of yogurt - (Sour Sally conumer)	2.3750	40	.49029	.07752
	Wide variety of yogurt - (competitor brands consumer)	2.7000	40	.51640	.08165
Pair 5	Fro-yo at a reasonable price - (Sour Sally consumer)	5.0750	40	.34991	.05533
	Fro-yo at a reasonable price - (competitor brands consumer)	5.0750	40	.26675	.04218
Pair 6	Unisex - (Sour Sally consumer)	3.8000	40	.75786	.11983
	Unisex - (competitor brands consumer)	3.7000	40	.91147	.14412
Pair 7	Yogurt for all ages (Sour Sally consumer)	4.6000	40	.54538	.08623
	Yogurt for all ages - (competitor brands consumer)	4.5250	40	.75064	.11869
Pair 8	Interesting ads and promo (Sour Sally consumer)	3.6250	40	.95239	.15059
	Interesting ads and promo - (competitor brands consumer)	3.9000	40	.90014	.14233
Pair 9	Good for health (Sour Sally consumer)	4.4000	40	.49614	.07845
	Good for health - (competitor brands consumer)	4.0500	40	.22072	.03490
Pair 10	Outlet is in reach (Sour Sally consumer)	2.1000	40	.30382	.04804
	Outlet is in reach - (competitor brands consumer)	2.1250	40	.33493	.05296

Appendix 14 (continued)

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper			
Pair 1	Premium yogurt - (Sour Sally consumer) - Premium yogurt - (competitor brands consumer)	-.15000	.53349	.08435	-.32062	.02062	-1.778	39	.083
Pair 2	Yogurt for modern and trendy individual - (Sour Sally consumer) - Yogurt for modern and trendy individual - (competitor brands consumer)	.32500	.65584	.10370	.11525	.53475	3.134	39	.003
Pair 3	Well-taste and refreshing yogurt - (Sour Sally consumer) - Well-taste and refreshing yogurt - (competitor brands consumer)	.57500	.63599	.10056	.37160	.77840	5.718	39	.000
Pair 4	Wide variety of yogurt - (Sour Sally conumer) - Wide variety of yogurt - (competitor brands consumer)	-.32500	.72986	.11540	-.55842	-.09158	-2.816	39	.008
Pair 5	Fro-yo at a reasonable price - (Sour Sally consumer) - Fro-yo at a reasonable price - (competitor brands consumer)	.00000	.45291	.07161	-.14485	.14485	.000	39	1.000
Pair 6	Unisex - (Sour Sally consumer) - Unisex - (competitor brands consumer)	.10000	1.39229	.22014	-.34527	.54527	.454	39	.652
Pair 7	Yogurt for all ages (Sour Sally consumer) - Yogurt for all ages - (competitor brands consumer)	.07500	1.02250	.16167	-.25201	.40201	.464	39	.645
Pair 8	Interesting ads and promo (Sour Sally consumer) - Interesting ads and promo - (competitor brands consumer)	-.27500	1.61702	.25567	-.79215	.24215	-1.076	39	.289
Pair 9	Good for health (Sour Sally consumer) - Good for health - (competitor brands consumer)	.35000	.53349	.08435	.17938	.52062	4.149	39	.000
Pair 10	Outlet is in reach (Sour Sally consumer) - Outlet is in reach - (competitor brands consumer)	-.02500	.47972	.07585	-.17842	.12842	-.330	39	.743