



UNIVERSITAS INDONESIA

**ANALYSIS OF BRAND AWARENESS
BASED ON SIX CRITERIA OF BRAND ELEMENTS
(Case Study of Pokka Green Tea in Jakarta)**

THESIS

**Submitted as one of requirements to obtain the degree of
Magister Manajemen and Master of Business and Administration**

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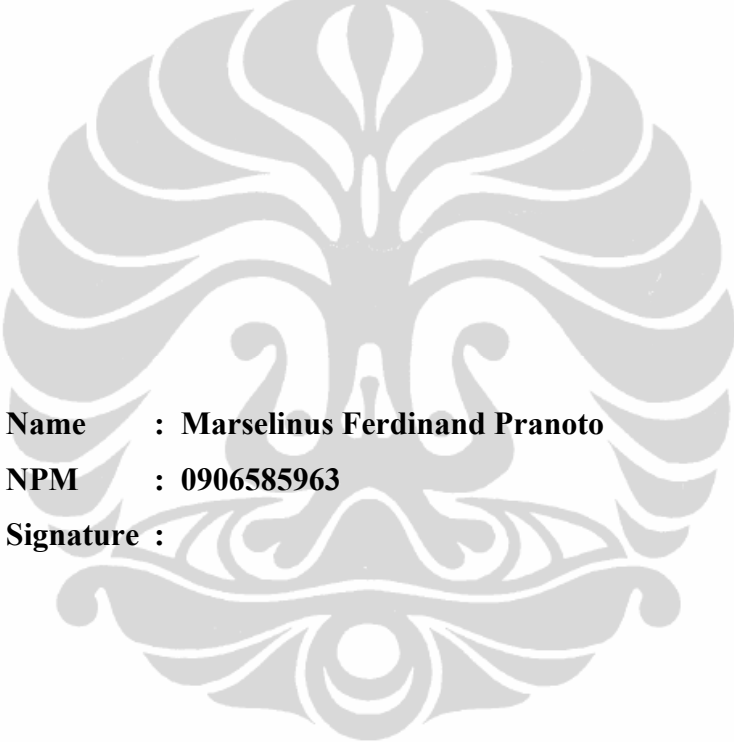
**FACULTY OF ECONOMICS
MASTER OF BUSINESS AND ADMINISTRATION**

JAKARTA

JUNE 2011

STATEMENT OF ORIGINALITY

**This thesis is originally the work of my own
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FOREWORDS

Praise and thanksgiving to Jesus Christ, Almighty God for all His grace and guidance so the author can finish this thesis writing. The purpose of writing this thesis was to meet one of the requirements to obtain a Master degree in Management and Master of Business and Administration from the international business program from Universitas Indonesia in collaboration with the IAE de Grenoble, Université Pierre Mendès France.

The author realizes that the completion of this thesis cannot be separated from the help of many parties. Therefore, on this occasion the author would like to thank:

1. My beloved parents, Yurica Darmawan and Fransisca who are always encouraging, supporting materially and spiritually for the author during the study period until the completion of this thesis.
2. Mr. John Daniel Rembeth, MBA as the thesis supervisor who has provided his time to guide the author in the preparation of this thesis to complete.
3. All lecturers and faculty members of Magister Manajemen Universitas Indonesia and IAE de Grenoble, Université Pierre Mendès France which has been widely to share their knowledge and experiences to the author.
4. To the friends of author in the church community, campus and working environment that are always supportive and helped the author to finish this thesis.
5. The company, PT DIMA Indonesia, who want to cooperate with the author and all others who have helped the process of writing this thesis, which cannot be mentioned one by one.

Finally, may God repay either they have given to the author. The author realized both in terms of writing and structure, this thesis is far from perfect. But with all modesty, the author hopes that this thesis can be useful for those who need it.

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ABSTRACT

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Title : Analysis of Brand Awareness Based on Six Criteria of Brand Elements (Case Study of Pokka Green Tea in Jakarta)

The focus of this study is to analyze the level of consumers' brand awareness of Pokka Green Tea, which is one of ready-to-drink green tea beverages in Indonesia. The objective of this study is to observe how far the company's marketing strategy especially brand positioning is already right or not. This study is a quantitative study with questionnaires and analyzed using descriptive statistic method with Special Package for Social application Science (SPSS) program. The result of this study suggests the company to change the Pokka's brand positioning strategy and increases its marketing activities to increase its brand awareness.

Key words:

Brand awareness, six criteria of brand elements, brand positioning strategy

ABSTRAK

Nama : Marselinus Ferdinand Pranoto
Program : Magister Manajemen dan Master of Business and Administration
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Tesis ini membahas mengenai tingkat kesadaran merek konsumen akan produk Pokka Green Tea, sebuah minuman teh hijau siap minum yang beredar di pasar Indonesia. Tujuan dari penelitian ini adalah untuk meninjau sejauh mana strategi pemasaran perusahaan khususnya mengenai *brand positioning* sudah tepat sasaran atau belum. Penelitian ini adalah penelitian kuantitatif dengan menggunakan kuesioner dan dianalisis menggunakan metode statistik deskriptif dengan program Statistical Package for Social applications Science (SPSS). Hasil dari penelitian ini menyarankan agar perusahaan meninjau kembali strategi *brand positioning* produk dan meningkatkan kegiatan pemasaran Pokka Green Tea untuk meningkatkan kesadaran merek konsumen.

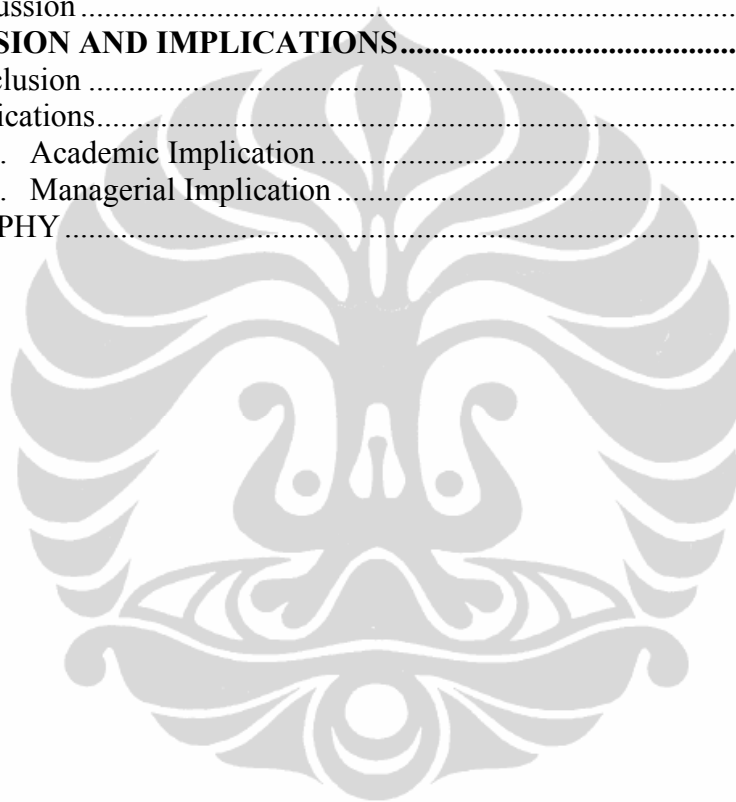
Kata Kunci:

Kesadaran merek, enam kriteria elemen merek, strategi *brand positioning*

TABLE OF CONTENTS

TITLE.....	i
STATEMENT OF ORIGINALITY.....	ii
STATEMENT OF VALIDATION.....	iii
FOREWORDS.....	iv
STATEMENT OF PUBLICATION AGREEMENT.....	v
ABSTRACT.....	vi
ABSTRAK.....	vii
TABLE OF CONTENTS.....	viii
LIST OF FIGURES.....	x
LIST OF TABLES.....	xi
LIST OF APPENDICES.....	xii
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of Problem.....	5
1.3. Objective of the Study.....	5
1.4. Benefit of the Study.....	6
1.5. Scope and Limitation of the Study.....	6
1.6. Writing Systematic.....	6
2. LITERATURE REVIEW.....	8
2.1. Brand Management.....	8
2.2. Customer Based Brand Equity.....	12
2.2.1. Brand Identity.....	14
2.2.2. Brand Meaning.....	14
2.2.3. Brand Responses.....	16
2.2.4. Brand Relationship.....	17
2.3. Brand Positioning.....	19
2.3.1. Target Market.....	19
2.3.2. Competition.....	20
2.3.3. Points-of-Different.....	20
2.3.4. Points-of-Parity.....	22
2.3.5. Positioning Guidelines.....	23
2.4. Brand Awareness.....	24
2.4.1. Memorability.....	24
2.4.2. Meaningfulness.....	24
2.4.3. Likability.....	25
2.4.4. Transferability.....	26
2.4.5. Adaptability.....	26
2.4.6. Protectability.....	26
3. COMPANY PROFILE AND MARKET OVERVIEW.....	28
3.1. Company Profile.....	28
3.1.1. Vision, Mission and Value.....	30
3.1.2. Organization Structure.....	31
3.2. Market Overview.....	31
3.2.1. RTD Tea Market Overview.....	31
3.2.2. Pokka Green Tea in Indonesia.....	33

4. METHODOLOGY, DATA ANALYSIS AND DISCUSSION.....	36
4.1. Methodology	36
4.1.1. Time and Place of the Study	36
4.1.2. Operational Variable	36
4.1.3. Methods of Data Collection	37
4.1.4. Methods of Analysis	39
4.2. Data Analysis	41
4.2.1. Validity Test.....	41
4.2.2. Reliability Test.....	43
4.2.3. Respondent Identity	43
4.2.4. Brand Awareness Analysis	44
4.3. Discussion	47
5. CONCLUSION AND IMPLICATIONS.....	51
5.1. Conclusion	51
5.2. Implications.....	51
5.2.1. Academic Implication.....	51
5.2.2. Managerial Implication.....	52
BIBLIOGRAPHY.....	56



LIST OF FIGURES

Figure 1.1.	RTD Tea Volume in Indonesia.....	2
Figure 1.2.	RTD Green Tea Volume in Indonesia	3
Figure 1.3.	Pokka Green Tea.....	3
Figure 2.1.	Top Ten Brand 2008 Based on Brand Value	9
Figure 2.2.	Five Factors of Brand Identity	10
Figure 2.3.	CBBE Pyramid.....	13
Figure 2.4.	CBBE Pyramid Sub Dimensions	18
Figure 3.1.	DIMA Group of Company.....	29
Figure 3.2.	DIMA Market Coverage	29
Figure 3.3.	PT DIMA Indonesia Channel of Distribution.....	30
Figure 3.4.	RTD Tea Market Contribution.....	32
Figure 3.5.	Pokka Product Lines in Indonesia.....	33
Figure 3.6.	Pokka Green Tea versus Competitors.....	34
Figure 3.7.	RTD Green Tea Pricing Map.....	35
Figure 4.1.	RTD Green Tea Market Share in Indonesia	47
Figure 5.1.	Future Concept of Pokka Green Tea Campaign	55

LIST OF TABLES

Table 4.1.	Answer Categories	38
Table 4.2.	Validity Test Requirements	40
Table 4.3.	Reliability Test Result.....	43
Table 4.4.	Respondent Identity Tabulation.....	44
Table 4.5.	Brand Awareness Tabulation.....	45



LIST OF APPENDICES

APPENDIX A	QUESTIONNAIRE.....	57
APPENDIX B	QUESTIONNAIRE PRETEST TABULATION.....	60
APPENDIX C	QUESTIONNAIRE TABULATION.....	61
APPENDIX D	VALIDITY TEST RESULT	66
APPENDIX E	RELIABILITY TEST RESULT	74
APPENDIX F	DESCRIPTIVE STATISTICS	75





CHAPTER 1

INTRODUCTION

The knowledge of consumer demand allowed the company to develop more precise marketing strategy through decisions and managing products that aim to meet the needs and desires of consumers so as to achieve an appropriate level of satisfaction in accordance with consumer expectations.

1.1. Background of the Study

Needs and desires of consumers continue to increase from time to time. Along the way, the customers experience the learning process to obtain a higher satisfaction in every act of fulfilling the needs and desires. In the end, consumers become more critical of a number of alternatives or options to meet their individual needs.

Consumer awareness of the dynamic behavior shown by the increasing needs of each individual, thus forcing the company to act more creatively, not just responsive or anticipative, especially in terms of communicating and building brand image company owned products. Actions of the company are summarized in a number of creative marketing activities. Creative marketing should be consumer-oriented to ensure continuity, even growth of the company in the future.

Tea is an integral part of everyday societal life in many of the world's most populous countries including Indonesia, taken by various parties both from the young to the elderly. Tea drinkers also not limited by gender, social status and geographic factors. Many people also already know that drinking tea can provide many benefits for health. Tea is prepared from linder leaves, leaf buds and tender stalks of different varieties of the warm-weather evergreen known as *camellia sinensis*. The leaves of this plant contain chemicals called polyphenols, which give tea its antioxidant properties. Tea is also a refreshing drink that has long been recognized. Some chemical compounds contained in tea can give the impression of color, flavor, and fragrance that can satisfy the drinkers.

Ready-to-drink (RTD) tea industry is one of the largest beverage industries in Indonesia until the date. The number of companies who deals in RTD tea business in Indonesia are more than 130 companies, but these were still active are

103 companies with a total of 125 production units, where 78 companies have their own factories and 25 the rest is the holder of local and imported brands (Source: CIC Corinthian, 2008).

The volume of RTD tea market in Indonesia during the recent period of five years has increased from about 4.5 million hectoliter in 2002 to 8.5 million hectoliter in the year 2007, or during that period the volume of consumption has increased an average of 13.5% per year. If the number is converted into value for money, then the value of the RTD tea market in Indonesia was Rp 1.34 trillion in 2002 and increased to Rp 3.71 trillion in 2007. This was a tremendous market growth in the industry of fast moving consumer goods (FMCG).

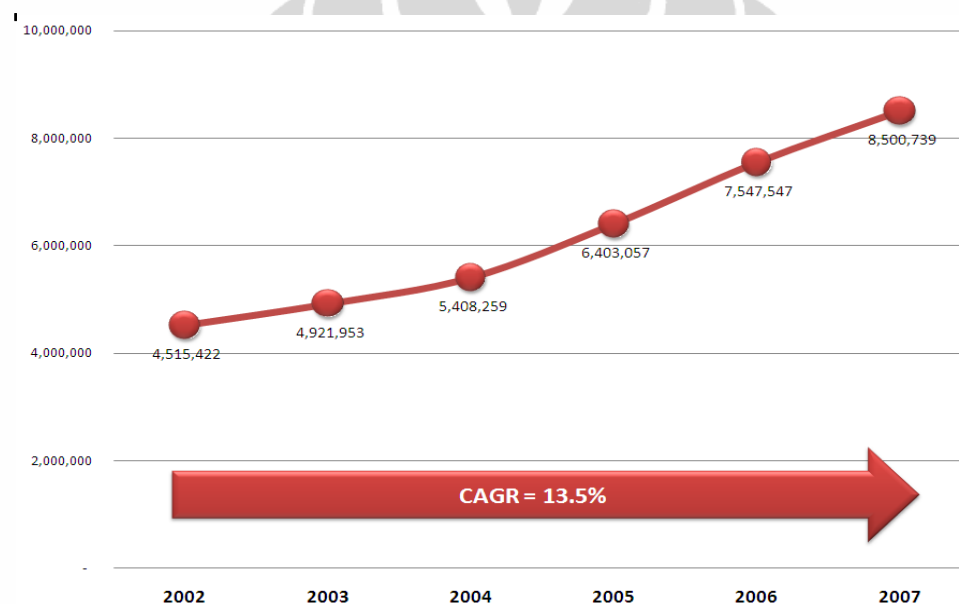


Figure 1.1. RTD Tea Volume in Indonesia

Source: Reprocessed from CIC Corinthian, 2008

The picture above shows that the RTD tea market in Indonesia continues to grow significantly from year to year. These include the rapid growth of the RTD green tea beverages that start popping up since 2005. Nowadays, the competition in the RTD green tea market in Indonesia has become stricter. Each players coming up with new concepts and attractive brand positioning, some of them are even willing to spend huge amount of funds to campaign their products to gain consumer's attention.

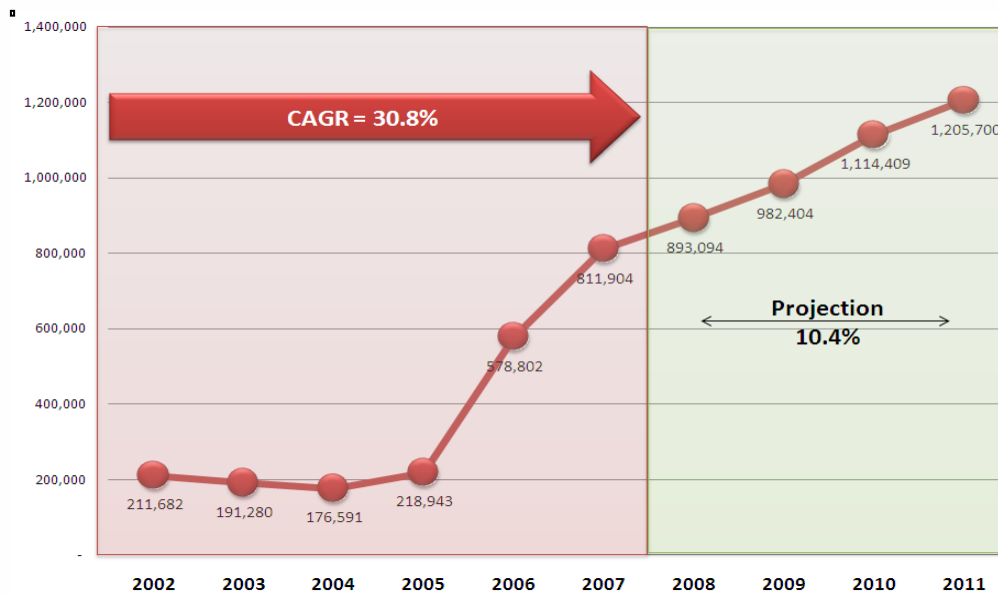


Figure 1.2. RTD Green Tea Volume in Indonesia

Source: Reprocessed from CIC Corinthian, 2008

Pokka is a RTD beverage from Japan which known for the quality of its products and its benefits are recognized by the international community. This is proven by the awards and international certifications held by Pokka. In Asia, one of the favorite products from Pokka is Pokka Green Tea, including in Indonesia. Pokka officially entered the Indonesian market in 2004 and became a pioneer from RTD green tea in Indonesia at that time. Unfortunately, many newcomers successfully precede Pokka Green Tea. In Indonesia, PT DIMA Indonesia was appointed as sole distributor for Pokka.



Figure 1.3. Pokka Green Tea

Source: PT DIMA Indonesia

The role of brand awareness is considered very important because it can drive consumers to make purchase decisions of a product. In Indonesia, brand awareness of Pokka is still very low, therefore Pokka require some changes to improve the level of its brand awareness. Brand positioning is one factor in the marketing activity that is essential for the development of a brand in the competition with other competing brands. In positioning a brand, keep in mind who is the target market of the brand being marketed, how their characteristics and their consumption patterns. Departing from there, an appropriate brand positioning plan can be made. Brand positioning is closely related to consumers' brand awareness of a brand. In general, the right brand positioning can increase consumer brand awareness. In the case of Pokka, consumers' brand awareness in Indonesia of Pokka brand is still low. Therefore, a review needs to be done to see whether the brand positioning strategy of the brand is already correct or not. If it turns out that the existing brand positioning was not appropriate with the present consumers, Pokka need to make changes in terms of brand positioning strategies or commonly known by the brand repositioning.

a. Learning Method and Education Objectives

Learning method of this thesis was to collect primary data to see how far the level of compatibility of Pokka brand positioning today, according to the consumer. In addition, secondary data is also used to see the performance of the brand, competitor data, market conditions of RTD green tea and buying behavior of consumers today.

Research-based learning methods performed within this thesis is expected to be fit and meet educational objectives of Universitas Indonesia. Educational purposes Universitas Indonesia is to produce qualified candidates for professional managers who can be useful for the progress of both companies and the nation of Indonesia.

b. Basic Education Program in Universitas Indonesia

This thesis is a requirement of graduation to obtain a master's degree in management (MM) and master's degree in business and administration (MBA) of the dual degree program from University of Indonesia and the Université Pierre Mendes France. This program teaches the basics

to build or run a business, either from the marketing, finance, human resources, strategic management and information systems. With a strong knowledge base, is expected to program's graduates to apply these concepts in business or work in order to deliver optimal results.

The integrated curriculum of MM-MBA is designed to provide graduates with competitive global framework of leadership, analytical skills, and business fundamentals. It serves as a "Learning Laboratory" where students apply the theories and knowledge in the courses. It is set to find unique approach to problem solving including case discussion, decision making, leadership, field project and observation, plan execution, and individual study including internship in an international company either in Indonesia or overseas.

1.2. Statement of the Problem

Problems to be studied and discussed in this thesis include:

- a. RTD tea market continues to grow from year to year, including the market RTD green tea that has increased very dramatically in recent years. Shown by the larger market share of RTD green tea and the increasing number of players in that market. Pokka is one of the players even the pioneer of RTD green tea beverage, but its growth is slow and tends to stagnate. What marketing factors those affect it?
- b. Along with the development of the age, behavior and views of consumers towards the brand was also changing. Brand positioning strategy is one of the important things that affect consumers' outlook toward a brand. Does Pokka brand positioning strategy is right for now?
- c. If the Pokka brand positioning strategy currently is not appropriate, it is necessary to change in terms of brand positioning, or usually called by brand repositioning strategy. What brand repositioning strategy should be done by Pokka to increase its consumer awareness?

1.3. Objective of the Study

The objectives of writing this thesis are:

- a. To see how much the influence of brand positioning strategy towards brand awareness of Pokka Green Tea.
- b. Knowing factors of brand positioning that dominantly affecting brand awareness of Pokka Green Tea.
- c. To analyze brand positioning strategy that appropriate for Pokka Green Tea

1.4. Benefit of the Study

Benefit from this study is to obtain an alternative solution to Pokka in its efforts to enhance its brand awareness in Indonesia market. Of course, in order to continue to be remembered in the minds of consumers. With increasing brand awareness, is expected to positively impact sales growth from these products.

In addition, this study is expected to give information to general public on the planning and application of a brand repositioning. With the existence of this thesis, hopefully the general public can use this thesis as a consideration and inspiration in managing a brand.

1.5. Scope and Limitations of the Study

The study was conducted in a limited area of Jakarta, where the largest contribution came from Pokka sales this area. The process of collecting data in this study will be held for 1 month, which is in May 2011. Samples used in this study were 150 randomly selected respondents from the people who have been consumed Pokka Green tea. Research will be conducted at the shopping center and surrounding areas, where Pokka available for sale.

Topics of this study are limited in terms of level of consumer awareness of Pokka brand and its accordance to the company's brand positioning strategy. This is intended to see the suitability level of Pokka brand positioning strategy and its relationship to consumer awareness of Pokka.

1.6. Writing Systematic

To make it easier to see the outline of the contents of this research, it can be seen writing systematic as follows:

Chapter 1 Introduction

In this chapter will be explained about the background of the problem, statement of problems, objectives of the study, the benefits of the study, scope and limitation of the study and writing systematic.

Chapter 2 Literature Review

This chapter suggests the theories that relate to the existing problems such as: understanding of brand management, brand positioning sense, the notion of brand awareness and consumer behavior.

Chapter 3 Company Profile and Market Overview

This chapter describes the company profile of the research object and views the market situation according to the object and topic of the research.

Chapter 4 Methodology, Data Analysis and Discussion

In this chapter described the general picture of the object of research, research methodology, statistical analysis of data obtained, and discussions the results of the analysis to address the issues contained in the statement of problems.

Chapter 5 Conclusion and Implications

In this chapter will put forward a conclusion from the discussions that followed the suggestions that would be beneficial for the company in order to increase brand awareness of Pokka Green Tea.



CHAPTER 2

LITERATURE REVIEW

2.1. Brand Management

A product is something that is potentially valued by the target market based on the available profit or satisfaction, which includes objects, services, organizations, places, people and ideas. Unique expertise of professional marketers is their ability to create, preserve, protect, and enhance the brand of their products.

American Marketing Association (2008) defines a brand as a name, term, sign, symbol, design, or combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from products and services of competitors. Under the legislation trademark, the seller is given the exclusive right to use its brand name forever. Brand unlike other assets such as patents or copyrights that have expired dates. Consumers see the brand as an important part of product and brand can add value to the product.

In this study, the author tried to examine the notion of brand from three of the world's marketing experts, namely Philip Kotler, David A. Aaker and Kevin Lane Keller. The three men had made a large contribution in the development of marketing knowledge, especially about the brand until the present. Proved by the results of their research and writing continue to be used as official text books in many educational institutions around the world.

According to Kotler (2009 : 276), "A brand is thus a product or service whose dimensions differentiate it in. Some way from other products or services Same Designed to satisfy the needs." Broadly speaking, Kotler introduced the brand as a value, or better known by the brand valuation. Brand valuation is measured from the total financial value of an existing brand in the market. Ranking system to be one tool to see how far a successful brand marketed. Some real examples of application of the theory of brand valuation is Top Brand, Interbrand, BusinessWeek and others.



2008 Rank	2007 Rank	Brand	Country of Origin	Sector	2008 Brand Value (\$m)	Change in Brand Value
1	1		United States	Beverages	66,667	2%
2	3		United States	Computer Services	59,031	3%
3	2		United States	Computer Software	59,007	1%
4	4		United States	Diversified	53,086	3%
5	5		Finland	Consumer Electronics	35,942	7%
6	6		Japan	Automotive	34,050	6%
7	7		United States	Computer Hardware	31,261	1%
8	8		United States	Restaurants	31,049	6%
9	9		United States	Media	29,251	0%
10	20		United States	Internet Services	25,590	43%

Figure 2.1. Top Ten Brand 2008 Based on Brand Value

Source: Interbrand, 2008

The picture above is one example of the use of brand valuation to measure a brand's success rate in the market. The methods used by Interbrand for the measure's Top Ten Brands are examines brands through the lens of financial strength, importance in driving consumer selection, and the likelihood of ongoing branded revenue.

Aaker (1991 : 7) stated “A brand thus signals to customer the source of product, and protects both the customer and the producer from competitor who would attempt to provide products that appear to be identical.” David Aaker views brand equity as a set of five categories of assets and liabilities linked to brand that add or subtract from the value provided by the product or service to firm and/or to the firm's customers. These categories of brand assets are:

- a. Brand loyalty
- b. Brand awareness
- c. Perceived quality
- d. Brand association
- e. Other proprietary assets (patents, trademarks, channel relationships)

He also introduced the theory of brand identity. Brand identity is a unique set of brand associations that the brand strategist aspires to create or maintain these associations represent what the brand stands for and imply a promise to customers from the organization members. Brand identity should help establish a relationship between the brand and the customer by generating a value proposition involving functional, emotional, or self-expressive benefits.

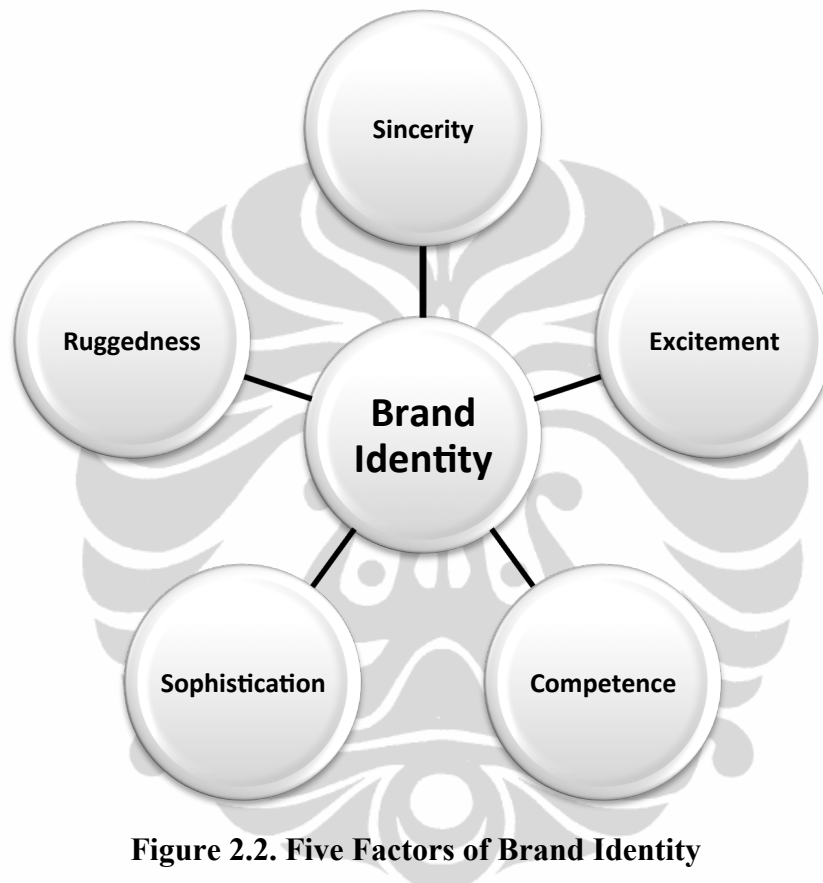


Figure 2.2. Five Factors of Brand Identity

Source: Reprocessed from Aaker, 2000

There are five dimensions of brand identity:

- a. Sincerity
Traits: Down-to-earth, family oriented, small town, honest, sincere, real, wholesome, original, cheerful, sentimental, friendly.
- b. Excitement
Traits: Daring, trendy, exciting, spirited, cool, young, imaginative, unique, up-to-date, independent, contemporary.
- c. Competence

Traits: Reliable, hardworking, secure, intelligent, technical, corporate, successful, leader, confident.

d. Sophistication

Traits: Upper class, glamorous, good looking, charming, feminine, smooth.

e. Ruggedness

Traits: Outdoorsy, masculine, western, tough, rugged.

Keller (2008 : 5) explained that "a brand is therefore more than a product, because it can have dimensions that differentiate it in some way from other products designed to satisfy the same need." When talking about Keller's theory, the brand cannot be separated from the consumers. Consumers' assessment and responses to a brand is determining brand equity of a product. A brand can be said to have brand equity (also called consumer or market equity) when consumers respond favorably to it. This depends upon a combination of recognition, associations and judgments' made by the consumer. Brand equity can be regarded as an indicator of the success of a brand. Keller (2008 : 48) defines brand equity thus: "A brand has positive customer-based brand equity when consumers react more favorably to a product and the way it is marketed when the brand is identified than when it is not." This is a much simpler definition than that of Aaker (1996). Aaker's definition describes brand equity as the set of assets and liabilities linked to a brand's name and symbol that adds to or subtracts from the value provided by a product or service to a firm and/or that firm's customers. Note how Aaker's definition includes extensional components of the brand that are unconnected to its audience, while Keller's definition requires an audience for equity to exist.

In accordance with Keller's point of view, branding is all about creating differences. Many marketers in the world also support this. There are some basic principles of branding and brand equity:

- a. Differences in outcomes arise from the added value endowed to a product as a result of past marketing activity for the brand.
- b. This value can be created for a brand in many different ways.

- c. Brand equity provides a common denominator for interpreting marketing strategies and assessing the value of a brand.
- d. There are many different ways in which the value of a brand can be manifested or exploited to benefit the firm.

Keller formulates all the important processes of brand management into a "strategic brand management process." It involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity.

However, one of the most important parts of Keller's theory that very useful for brand management is the customer-based brand equity theory. This is because the theory of customer-based brand equity model approaches brand equity from the perspective of the customer, whether the customer is an individual or an organization. Understanding the needs and wants of consumers and organizations and devising products and programs to satisfy them are the heart of successful marketing.

After reviewing the three theories that have been described previously, the author chose to use the theory of Kevin Lane Keller in implementing the writing of this thesis. Selection was based on an assessment of the suitability of the theory with the author's research in the writing of this thesis, in which consumers become centers of research to be conducted. Moreover, the object of research in this thesis is a product that is in mature stage when categorized into product life cycle process. It's has to be focused on how to maintain the existing consumers.

2.2. Customer Based Brand Equity

Customer-Based Brand Equity (CBBE) is formally defined as the differential effect that brand knowledge has on consumer response to the marketing of that brand. A brand is said to have positive customer-based brand equity when consumers react more favorably to a product and the way it is marketed when the brand is identified than when it is not. (Keller, 2008). Thus, a brand with positive CBBE equity might result in the consumers' acceptance of a new brand extension, less sensitiveness to price increases and withdrawal of advertising support, or willingness to seek the brand in a new distribution channel. On the other hand, a brand is said to have negative customer-based brand equity if consumers react less

favorably to marketing activity for the brand compared with an unnamed or fictitiously named version of the product. The main ingredients of consumer based brand equity are differential effect, brand knowledge, consumer response in marketing.

Keller using the brand building blocks to explain the concept of customer based brand equity. Enacting the four steps to create the right brand identity, brand meaning, brand responses and brand relationships is a complicated and difficult process. To provide some structure, it is useful to think of the six “brand building block” to accomplish the four steps necessary to create a strong brand. To connote the sequencing involved, these building blocks can be assembled as a brand pyramid. Creating significant brand equity involves reaching the pinnacle of the pyramid and will only occur if the right brand building blocks are in place. The corresponding brand steps represent different levels of the pyramid as illustrated below.



Figure 2.3. CBBE Pyramid

Source: Reprocessed from Keller, 2008

2.2.1. Brand Identity

Achieving the right brand identity involves creating brand salience. Brand salience relates to aspects of customer's awareness of the brand. How easily and often is the brand evoked under various situations or circumstances? To what extent is the brand top-of-mind and easily recalled or organized? What types of cues or reminders are necessary? How persuasive is the brand awareness?

Salience forms the foundational building block in developing brand equity and provides three important functions. First, salience influences the information and the strength of brand associations that make up the brand image and gives the brand meaning. Second, creating a high level of brand salience in terms of category identifications and needs satisfied is of crucial importance during possible purchase or consumption opportunities. Brand salience influences the likelihood that the brand will be a member of the consideration set, those handfuls of brands that receive serious consideration for purchase. Brand salience is also important during possible consumption settings in terms of maximizing potential usage. Third, when customers have 'low involvement' with a product category, they may make choices based on brand salience alone.

Brand awareness can be distinguished in terms of two dimensions, depth and breadth. Depth of brand awareness refers to how easily customers can recall or recognize the brand. Breadth of brand awareness refers to the range of purchase and consumption situations in which the brand comes to mind. A highly salient brand is one that possess depth and breadth brand awareness, so that customers always make sufficient purchases as well as always think of the brand in variety of settings in which the brand could be employed or consumed.

2.2.2. Brand Meaning

Brand salience is an important first step in building brand equity, but is usually not sufficient in and of itself. For most customers in most situations, other considerations, such as the meaning or image of the brand, also come into play. Creating brand meaning involves establishing

a brand image, what the brand is characterized by and should stand for in the minds of customers. Although a myriad of different types of brand associations are possible, brand meaning can broadly be distinguished in terms of functional, performance-related considerations versus abstract, imagery related considerations.

In Keller's CBBE pyramid, brand meaning stage described into two subcategories:

a. Brand performance

The product itself is the heart of brand equity, as it is the primary influence of what consumers experience with a brand, what they hear about a brand from others, and what the firm can tell customers about the brand in their communication. To create brand loyalty and resonance, consumers' experience with the product must at least meet, if not actually surpass, their expectations.

Brand performance relates to the ways in which the product or service attempts to meet customers' more functional needs. Thus, brand performance refers to intrinsic properties of the brand in terms of inherent product or service characteristics. Often, the strongest brand positioning involves performance advantage of some kind, and it is that a brand overcomes severe deficiencies in this area.

b. Brand imagery

The other main type of brand meaning involves brand imagery. Brand imagery deals with extrinsic properties of the product or service, including the way in which the brand attempts to meet customers' psychological or social needs. Brand imagery is how people think about a brand abstractly rather than what they think the brand actually does. Thus, imagery refers to more intangible aspects of the brand.

To create brand equity, it is important that the brand have strong, favorable and unique brand associations, in that order. In other words, it doesn't matter how unique a brand association is unless customers evaluate the association favorably, and it does not matter how desirable a brand is unless it is sufficiently strong so that

customers actually recall it and link it to the brand. At the same time, it should be recognized that not all strong associations are favorable and not all favorable associations are unique.

Creating strong, favorable and unique associations is the real challenge for marketers, but it is essential to build customer-based brand equity. Strong brand typically have firmly established strong, favorable and unique brand associations with customers.

2.2.3. Brand responses

Brand responses refer to how customers respond to the brand, its marketing activity and other sources of information, that is, what customers think or feel about the brand. Brand responses can be distinguished according to brand judgments and brand feelings, that is, in terms of whether they arise more from 'head' or from the 'heart'.

Brand judgments focus upon customers' personal opinions and evaluations with regard to the brand. Brand judgments involve how customers put together all the different performance and imagery associations for the brand to form different kind of opinions. Customers may make all types of judgments with respect to the brand, but in terms of creating a strong brand, four types of summary brand judgments are particularly important:

- a. Brand quality
- b. Brand credibility
- c. Brand consideration
- d. Brand superiority

Brand feelings are customers' emotional responses and reactions with respect to the brand. Brand feelings also relate to the social currency evoked by the brand. There are six important types of brand-building feelings:

- a. Warmth
- b. Fun
- c. Excitement
- d. Security

- e. Social approval
- f. Self-respect

The first three are experiential and immediate, increasing in level of intensity. The latter three are more private and enduring, increasing in level of gravity.

Although different types of customer responses, both ‘head’ and ‘heart’ are possible, ultimately what matters is how positive these responses are. Additionally, it is important that they are accessible and readily come to mind when consumers think of the brand. Brand judgments and feelings can favorably impact consumer behavior only if consumer internalize or think of positive responses in their encounters with the brand.

2.2.4. Brand relationships

The final stage of the model, brand relationships, focuses upon the ultimate relationship and level of identification that the customer has with the brand. Brand resonance refers to the nature of the relationship that customers have with the brand and the extent to which they feel that they are ‘in synch’ with the brand. Brand resonance is characterized in terms of intensity or the depth of the psychological bond that customers have with the brand as well as the level of activity engendered by this loyalty. Specifically, brand resonance can be broken down into four categories:

a. Behavioral loyalty

The first dimension of brand resonance is behavioral loyalty in terms of repeat purchases and the amount, or share, of category volume attributed to the brand. In other words, how often do customers purchase a brand and how much do they purchase? For bottom-line profit results, the brand must generate sufficient purchase frequencies and volumes.

b. Attitudinal attachment

Behavioral loyalty is necessary but not sufficient for resonance to occur. Some customers may buy out of necessity especially when the brand is the only product being stocked or readily accessible. To create

resonance, a strong personal attachment is also necessary. Customer must go beyond simply having a positive attitude to view the brand as being something special in a broader context.

c. Sense of community

The brand may also take on broader meaning to the customer in terms of a sense of community. Identification with a brand community may reflect an important phenomenon whereby customers feel a kinship or affiliation with other people associated with the brand.

d. Active engagement

Finally, the strongest affirmation of brand loyalty occurs when customers are willing to invest time, energy, or other resources beyond those expended during purchase or consumption of the brand.

Brand relationship can usefully be characterized in terms of two dimensions, intensity and activity. Intensity refers to the strength and attitudinal attachment and the sense of community. In other words, how deeply felt is the loyalty? Activity refers to how frequently the customer buys and uses the brand, as well as engages in other activities not related to purchase or consumption. In other words, in how many different ways does brand loyalty manifest itself in day-to-day consumer behavior?

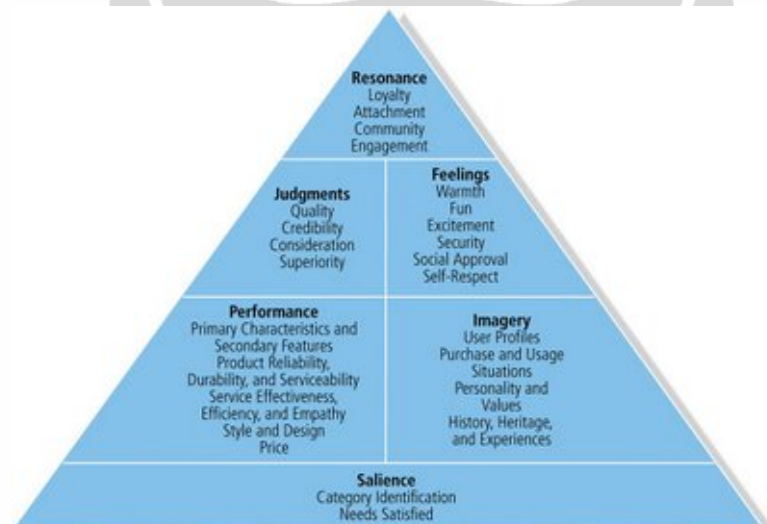


Figure 2.4. CBBE Pyramid Sub Dimensions

Source: Keller, 2008

The CBBE model maintains that building a strong brand involves a series of logical steps. First step is establishing the proper brand identity. Second step is creating the appropriate brand meaning. Third step is eliciting the right brand responses. And the last step is forging appropriate brand relations with the customers. The basic premise of the CBBE model is that the true measure of the strength of a brand depends on how consumers think, feel, and act with respect to that brand. Achieving brand resonance requires eliciting the proper cognitive appraisals and emotional reactions to the brand from customers. That, in turn, necessitates establishing brand identity and creating the right meaning in terms of brand performance and brand imagery associations. A brand with the right identity and meaning can result in a customer's believing that the brand is relevant and 'my kind of product'. The strongest brands will be those to which consumers become so attached and passionate that they become evangelist on their behalf.

2.3. Brand Positioning

Positioning always related to the competition. The question is how the company positioned its products among the competitors. In this case the positioning can be created by using certain associations, such as lifestyle, social class, professional status, certain properties and other things that can differentiate it from competitors. So, actually positioning created to support the establishment of brand image that is associated with the brand of the product.

Keller (2008) said that brand positioning is an activity of the company to design offerings and image so as to provide a different value in the minds of consumers. This is an important step to grab the attention of public situation in the market because the market already over-communicated.

According CBBE model, to determine the positioning of a brand, a marketer must know who the target market of their products or services and who the major competitors in the market, then marketers should understand about the points-of difference and points-of-parity of their own brand.

2.3.1. Target Market

Keller (2008 : 99) stated "A market is the set of all actual and potential buyers who have sufficient interest in, income for, and access to a

product.” To select the right target market, a marketer should make market segmentation. Market segmentation divides the market into distinct groups of homogeneous consumers who have similar marketing mixes. There are some bases to segment the market:

a. Behavioral segmentation

Criteria of behavioral segmentation such as: user status, usage rate, usage occasion, brand loyalty and benefit sought.

b. Demographic segmentation

Criteria of demographic segmentation such as: income, age, gender, race and family.

c. Psychographic segmentation

Criteria of psychographic segmentation such as: values, opinion, attitude, activities and lifestyle.

d. Geographic segmentation

Criteria of geographic segmentation such as: international and regional.

2.3.2. Competition

Nature of competition is a matter that cannot be separated from the target market that has been determined. This happens because there is the possibilities of several other companies also choose to market their products to the same target market. In order to win the competition, companies must perform competitive analysis that includes various factors such as resources, capabilities and likely intensions of various other companies.

2.3.3. Points-of-Difference

The points-of-difference (POD) is a key element in a positioning statement. It is the most compelling and motivating benefit that the brand can own in the hearts and minds of consumers relative to the competition. There are many different types of brand associations are possible, according to CBBE model candidates can be classified as either functional, performance-related, or abstract, imagery-related considerations.

The concept of POD has much in common with several other well-known marketing concept such as the notion of unique selling proposition

(USP), pioneered by Rosser Reeves and Ted Bates advertising agency in 1950s or sustainable competitive advantage (SCA) which related to a firm's ability to achieve an advantage in delivering superior value in the marketplace for a prolonged period of time. There are three key consumer desirability criteria for POD:

a. Relevance:

Target consumers must find the POD personally relevant and important.

b. Distinctiveness:

Target consumers must find the POD distinctive and superior. When entering a category where there are established brands, the challenge is to find a viable basis for differentiation.

c. Believability:

Target consumers must find the POD believable and credible. A brand must offer a compelling reason for choosing it over the other options.

There are also deliverability criteria, which consist of three keys:

a. Feasibility:

The first factor affecting deliverability is performance potential in terms of the actual or potential ability of the product to perform at the level stated. In other words, it must be feasible for the firm to actually create the POD. The product and marketing must be designed in a way to support the desired association. Does communicating the desired association involve real changes to the product itself or just perceptual ones as to how the consumer thinks of the product or brand? It is obviously easier to convince consumers of some fact about the brand that they were unaware of or may have overlooked than to make changes in the product and convince consumers of these changes.

b. Communicability:

The second factor affecting deliverability is the current or future prospects of communicating information to create or strengthen the

desired associations. The key issue here is consumers' perceptions of the brand and the resulting brand associations. It is very difficult to create an association that is not consistent with existing consumer knowledge or that consumers, for whatever reason, have trouble believing in. The communicability of a brand association can depend on many things, but perhaps the most important one is whether consumers can be given a compelling reason why the brand will deliver the desired benefit. In other words, what factual, verifiable evidence or “proof points” can be given as supports so that consumers will actually believe in the brand and its desired associations?

c. Sustainability:

The final factor is the deliverability of a brand association is the sustainability of the actual and communicated performance over time. Is the positioning pre-emptive, defensible, and difficult to attack? Is it the case that the favorability of a brand association can be reinforced and strengthened over time? If these are the case, the positioning is likely to last for years. Sustainability depends on internal commitment and use of resources as well as external market forces.

2.3.4. Points-of-Parity

Points-of parity (POP) are not necessarily unique to the brand but may in fact be shared with other brands. There are two types of POP:

a. Category POP

This type of POP represents necessary conditions for brand choice. Category POP becomes especially critical when a brand launches a brand extension into a new category. If the category POP was well-established, consumers might have clear understanding of the extension's intended POD because it uses an existing brand name.

b. Competitive POP

Competitive POP is an association designed to negate competitors' POD. In other words, if a brand can break even in those areas

where its competitors are trying to find an advantage and can achieve advantages in some other areas, the brand should be in a strong competitive position.

So, basically POP is driven by the needs of category membership to create category of POPs and the necessity of negating competitors' POD to create competitive POP.

2.3.5. Positioning Guidelines

The concept of points-of-difference and points-of-parity can be invaluable to guide positioning. In order to achieve the optimal competitive brand positioning, there are two important issues:

a. Defining and communicating the competitive frame of reference

A starting point in defining a competitive frame of reference for brand positioning is to determine Category Membership. Membership indicates the products or set of products with which a brand competes. Communicating category membership informs the consumer about the goals that they might achieve by using a product or service.

b. Choosing and establishing POP and POD

Points of Parity: These are driven by the needs of category membership and the necessity of negating competitors' PODs. Then Points of Difference: These are based on the following criteria: Desirability (In terms of relevance, distinctiveness and believability) and deliverability (In terms of feasibility, communicability and sustainability).

Establishing points-of-parity and points-of-difference: First, separate the attributes: Launch two marketing campaign, each two devoted to a different brand attribute or benefit. Second, leverage equity of another entity: Link the brand with a well-liked celebrity, cause or event. And the last one, redefine the relationship: Use attitude change strategies to convert negative perspectives about the brand to positive ones

2.4. Brand Awareness

Keller (2008 : 51) conceptualizes brand awareness as “the strength of the brand trace in memory that is reflected by the consumer’s ability to identify the brand under different conditions”. Brand awareness is something that is associated with the brand elements that put forward by Keller. Brand elements and brand identity are often used next to each other to identify the brand and to enhance brand awareness. Or conversely, the brand elements can also be used as one basis to see the level of consumer brand awareness of a product.

Keller (2008) introduced six criteria for choosing brand elements. There are three offensive criteria’s, which are memorability, meaningfulness and likability. The additional three criteria are defensive in position; they are transferability, adaptability and protectability. A business’ cohesive brand should illuminate all three offensive criteria, while also being carefully defensive. Keller claims that brand elements can enhance brand awareness and facilitate the formation of brand associations, thus they perform an important role in the CBBE model.

2.4.1. Memorability

A necessary condition for building brand equity is achieving a high level of brand awareness toward that goal, brand elements can be chosen that are inherently memorable and therefore facilitate recall or recognition in purchase or consumption settings. In other words, the intrinsic nature of certain names, symbol, logos and the like their semantic content, visual properties, and so on may make them more attention getting and easy to remember and therefore contribute to brand equity.

2.4.2. Meaningfulness

Besides choosing brand elements to build awareness, brand elements can also be chosen whose inherent meaning enhances the formation of brand associations. Brand elements may take on all kinds of meaning, varying in descriptive, as well as persuasive, content. For example brand names could be based on people, places, animals or birds, or other things or objects. Two particularly important dimensions or aspects of the meaning of a brand element are the extent to which it conveys the following:

- a. General information about the nature of the product category.

In terms of descriptive meaning, to what extent does the brand element suggest something about the product category? How likely would it be that a consumer could correctly identify the corresponding product category or categories for the brand based on any one particular brand element? In a related question, does the brand element seem credible in the product category? In other words, is the content of a brand element consistent with what consumers would expect to see from a brand in that product category?

- b. Specific information about attributes and benefits of the brand.

In terms of persuasive meaning, to what extent does the brand element suggest something about the particular kind of product that the brand would likely be, for example, in terms of key attributes or benefits? Does it suggest something about a product ingredient or the type of person who might use the brand?

2.4.3. Likability

The associations suggested by a brand element may not always be related to the product. Thus, brand elements can be chosen that are rich in visual and verbal imagery and inherently fun and interesting. Independent of its memorability and meaningfulness, how aesthetically appealing do consumers find the brand element? Is it inherently likable, visually, verbally, and in other ways? In other words, independent of the particular product or service, how much would consumers like the brand element? In terms of these first three criteria, a memorable, meaningful, and likable set of brand elements offers many advantages. Because consumers often do not examine much information in making product decisions, it is often desirable that brand elements be easily recognized and recalled and inherently descriptive and persuasive. Moreover, memorable or meaningful brand names, logos, symbols, and so on reduce the burden on marketing communications to build awareness and link brand associations. The different associations that arise from the likability and appeal of the

brand elements also may play a critical role in the equity of a brand, especially when few other product-related associations exist. Often, the less concrete the possible product benefits are, the more important is the creative potential of the brand name and other brand elements to capture intangible characteristics of a brand.

2.4.4. Transferability

The fourth general criterion concerns the transferability of the brand element-in both a product category and geographic sense. First to what extent can the brand element add to the brand equity of new products sharing the brand elements introduced either within the product class or across product classes? In other words, how useful is the brand element for line or category extensions? In general, the less specific the name, the more easily it can be transferred across categories. Second, to what extent does the brand element add to brand equity across geographic boundaries and market segments? To a large extent this depends on the cultural content and linguistic qualities of the brand element. The mistakes that even top companies have made in translating their brand names, slogans, and packages into other languages and cultures over the years have become legendary. Companies must review all their brand elements for cultural meaning before introducing the brand into a new market.

2.4.5. Adaptability

The fifth consideration concerns the adaptability of the brand element over time. Because of changes in consumer values and opinions, or simply because of a need to remain contemporary, brand elements often must be updated over time. The more adaptable and flexible the brand element, the easier it is to update it. For example, logos and characters can be given a new look or a new design to make them appear more modern and relevant.

2.4.6. Protectability

The sixth and final general consideration is the extent to which the brand element is protectable – both in a legal and a competitive sense. Marketers should:

- a. Choose brand elements that can be legally protected internationally.

- b. Formally register them with the appropriate legal bodies.
- c. Vigorously defend trademarks from unauthorized competitive infringement.

Another consideration is whether the brand is competitively protectable. If a name, package, or other attribute is too easily copied, much of uniqueness of the brand may disappear.





CHAPTER 3

COMPANY PROFILE AND MARKET OVERVIEW

3.1. Company Profile

At first, in 1953 this company began as a retail outlet in Tanjung Pinang, Bintan Island, Riau. Then along with the growth of the company's business, in 1970 the company became the sole agent of world famous' black beer, Guinness. Success in introducing and marketing of Guinness in Indonesia, in 2000 this company was appointed as national distributor of the black beer brand. At that time the name of this company is PT Gubah Bumi Selaras. Do not stop there, in the beginning of the year 2002, the company was developed its business into the ready-to-drink tea market with officially became the national distributor of branded beverages drink, Pokka, which is a Japanese origin brand that is quite popular in some Asian countries. Then later the company changed its name to PT DIMA Indonesia. Not only serves as a distribution company, PT DIMA Indonesia is also is a signatory to a set of concepts and conduct marketing activities of brands under auspices of PT DIMA Indonesia.

With the growth of the business of PT DIMA Indonesia, the company growing rapidly with more and more trusted to handle many other brands. Beverage brands from abroad, such as Smirnoff Ice, Gilbey's, Chez's Orange, Julie's, and Killkeny become part of the business portfolio of PT DIMA Indonesia. In addition there are many local companies, which use the services of PT DIMA Indonesia as a distributor, such as Indofood, Perfetti (Mentos, Fruit-Tella, Chox, Alpenliebe, Golia, etc.), Bentoel cigarettes, Sania cooking oil, and others. PT DIMA Indonesia also has one subsidiary company that specialized doing wine import and distribution business in Indonesia with trademarks like Riunite (Italy), Wolf Blass (Australia), de Bortolli (Australia), Leeuwin Estate (Australia) and Bordeaux (France). To improve efficiency in operations, PT DIMA Indonesia divides its business to certain subsidiaries. In total there are 22 subsidiaries incorporated in the DIMA group. For more details, here is a picture of the composition of subsidiary companies, which are in operating in Indonesia under DIMA group:

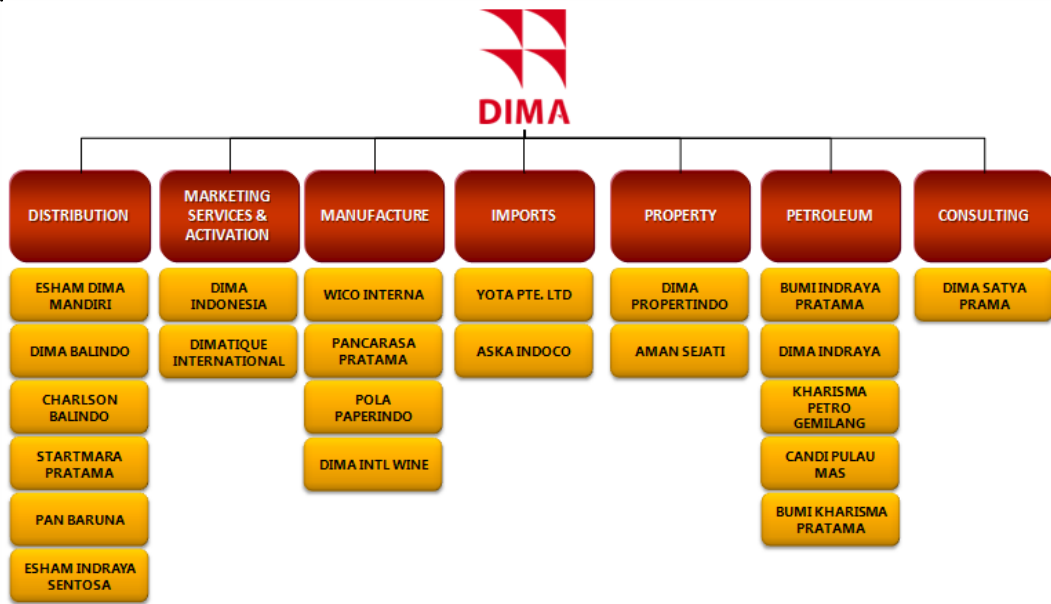


Figure 3.1. DIMA Group of Company

Source: PT DIMA Indonesia

To continually improve the performance of the company, PT DIMA Indonesia continues to develop its human resources and improvement of company facilities. The company has nearly 1,500 employees located at headquarters and in branch offices. Currently distribution coverage of PT DIMA Indonesia is wide enough to cover almost all major cities in Indonesia, both with the internal network and external sub distributors.

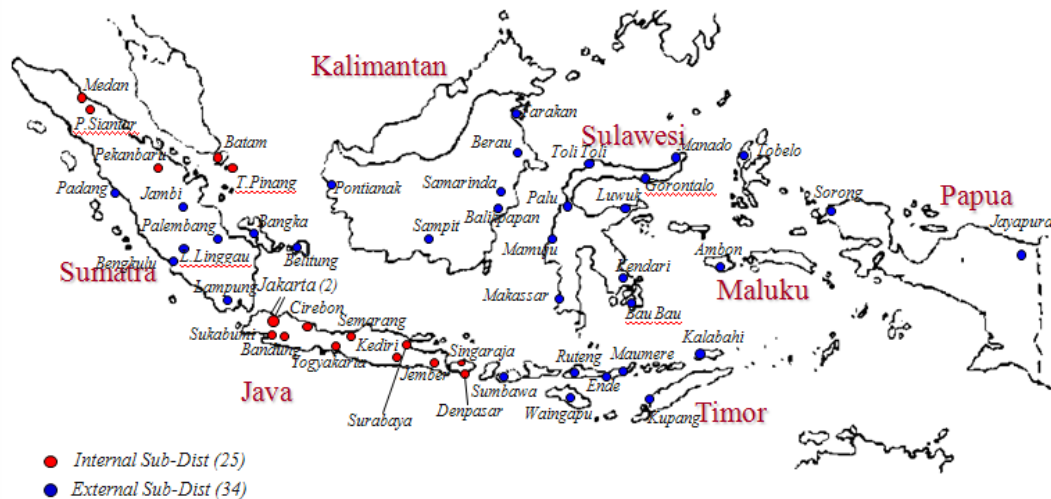


Figure 3.2. DIMA Market Coverage

Source: PT DIMA Indonesia

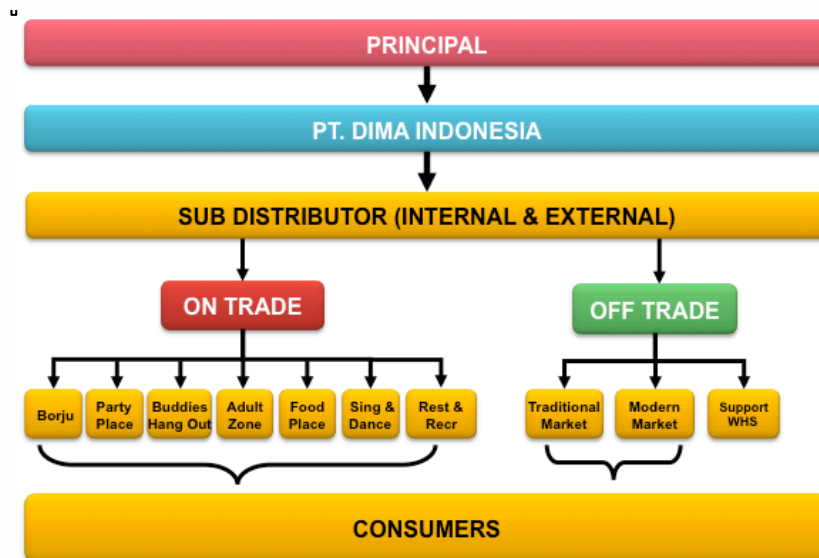


Figure 3.3. PT DIMA Indonesia Channel of Distribution

Source: PT DIMA Indonesia, 2010

The picture above is PT DIMA Indonesia channel of distribution in order to distribute its products to the market. PT DIMA Indonesia divided the market into two major categories, which are on trade market and off trade market. On trade market consists of seven outlet categories: borjuis, party place, buddies hang out, rest and recreation, adult zone, sing and dance and food place. In the other hand, off trade market consists of three outlet categories: traditional market, modern market and wholesalers. To enhance the distribution of its products, PT DIMA Indonesia employed more than 1,500 employees all over Indonesia and supported by more than 600 operational vehicles and infrastructures in big cities in Indonesia.

3.1.1. Vision, Mission and Value of the Company

Every company in running its operations must always based on the vision, mission and values of the company. Good vision and mission will encourage the company to expand, especially when supported by the application of good values in it. Here is the vision, mission and values of PT DIMA Indonesia:

a. Vision of PT DIMA Indonesia

To become Indonesia's leading premium drinks company.

b. Mission of PT DIMA Indonesia

Return - Giving back the highest return to shareholders

Environment - Providing the best working environment on employees

- Distribution - Providing nationwide coverage of distribution network
- Innovation - Providing innovative marketing services
- Services - Providing easy, fast and better service through quality human resources

c. Values of PT DIMA Indonesia

- Passion - Serving customers and consumers with great enthusiasm
- The Best - Strive to be the best
- Pride - Proud of what we have achieved and how to do it
- Respect - Respect and appreciate each other
- Freedom - Giving freedom to every employee to achieve the intended success

3.1.2. Organization Structure

In an effort to achieve its objectives, a company needs a place to perform operational activities. That place is called an organization.

Each company has a structure different from one another depending on the needs of the company. PT DIMA Indonesia in making its organizational structure using a mechanistic model which is characterized by the extensive departmentalization, high formalization, limited information networks and centralized. (Robbins, 2003). The organizational structure of PT DIMA Indonesia can be seen in the appendix.

3.2 Market Overview

3.2.1. RTD Tea Market Overview

Indonesia with a large enough population, approximately 225 million inhabitants, is a potential market for RTD tea beverage. Condition of Indonesia's economy was also helped to push for the creation of a good market circumstances, although somewhat hampered since the economic crisis. However, many people, including companies engaged in the RTD tea beverage business was still optimistic that Indonesia's future economic growth will improve, so will open up market opportunities for RTD tea beverage products continues to grow.

RTD tea continued to be the preferred soft drink for the majority of Indonesian consumers, more so than carbonates which is perceived to be unhealthy or fruit/vegetable juice which despite being perceived as healthy also carries a marginally higher unit price than RTD tea. Improved economic conditions and rapid expansion of modern trade outlets paved the way for growing popularity of RTD tea in PET bottle packaging which offers convenience and the option to consume the tea in small amounts over time.

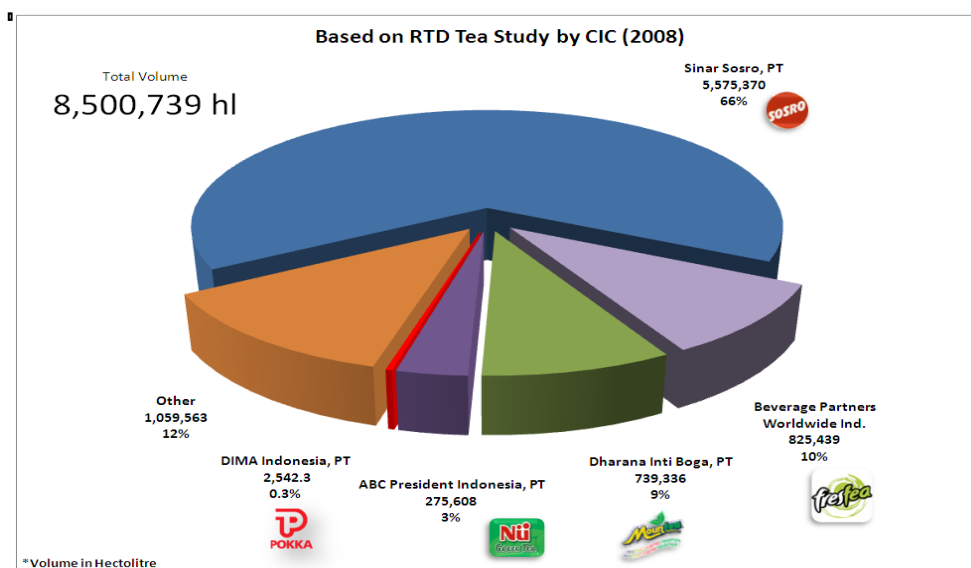


Figure 3.4. RTD Tea Market Contributions

Source: Reprocessed from CIC Corinthian, 2008

PT Sinar Sosro continued to retain its dominating presence within RTD tea with 66% volume share in 2008, based on CIC study. As a pioneer in RTD tea, the company has the advantage of having an extensive distribution network spanning modern and traditional retailers across the nation. Its distribution network for returnable glass bottle packaging is unmatched in terms of traditional retailer reach with competitors preferring to focus on RTD tea in PET bottle, plastic cups and tetra pak packaging and modern retailer availability instead of competing against the leading brand of glass bottle packaging, Teh Botol Sosro. With the exception of Coca-Cola Indonesia PT, other players have limited presence in returnable glass bottle packaging and traditional retailer reach.

RTD tea is expected to continue as the preferred soft drink for the majority of consumers. The negative perception that carbonates are harmful towards health plays out well for RTD tea as the most readily available alternative.

Fruit/vegetable juice is also an alternative, but most of these products carry a marginally higher unit price, which lowers their suitability for some income segments with the exception of fruit-flavored drinks (no juice content). Population growth is a key factor for RTD tea sales growth as its consumer's base comes from all walks of life.

3.2.2. Pokka Green Tea in Indonesia

Pokka began to enter the Indonesian market since 2002 through PT DIMA Indonesia as the official importer and distributor. Then after a few years, PT DIMA Indonesia not only serves as a distributor but also play a role in marketing activity from Pokka brand circulating in Indonesia. The entry of Pokka has opened the door of business opportunity for ready to drink green tea beverages, because previously there was only ready to drink tea beverage that developed in Indonesia. In Indonesia, the most popular variant is Pokka Green Tea. Green tea drinks in cans has a flavor and form a unique and different from other similar beverages. The difference is because the process of making sense of high-tech Pokka thus allowing the use of green tea leaves brewed for inclusion in the original packaging. And the use of natural materials like native sugar levels is not too high that are safe for consumption. In addition to variants of green tea, there are many other variants that also enter the Indonesian market, such as variants of flavor tea, fruit juices, coffee and milk. The following is the lineup of products that enter the Indonesian market:

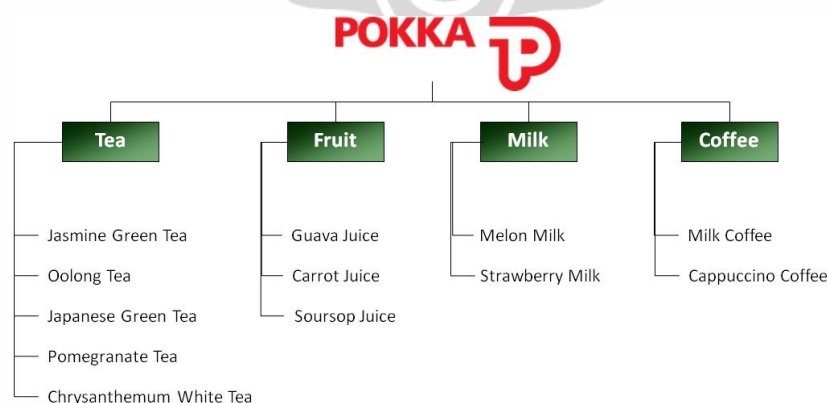


Figure 3.5. Pokka Product Lines in Indonesia

Source: PT DIMA Indonesia

Although Pokka Green Tea is the first one to enter Indonesia, It has not been able to conquer the existing green tea market. This is because the selling price is quite high and the emergence of competitors on the green tea market with large scale of promotions. Not long after Pokka Green Tea began to be marketed, green tea market is made turbulent with the launch Zestea from PT 2 Tang, which was followed by a massive release made by Nu Green Tea from PT ABC President. Do not stop at that point; there are still emerging new players in the green tea market. Even big companies like Coca-Cola and Sosro also joined issue green tea products labeled Frestea Green and Joy Tea. Here is a comparison between Pokka Green Tea and its competitors:




	POKKA Green Tea	Nü Green Tea	Frestea Green
PRODUCT			
PRODUCED BY	Pokka Corp. Ltd. (Singapore)	PT ABC President Indonesia	PT Coca Cola Amatil Indonesia
PRODUCTION CAPACITY	NA	35.000 kl / year p.a.	112.000 kl / year p.a.
LAUNCHED	2002	2005	2005
CONFIGURATION	Can 300 ml (24 pcs / carton) PET 500 ml (24 pcs / carton) PET 1,500 ml (12 pcs / carton)	PET 330 ml (24 pcs / carton) PET 550 ml (24 pcs / carton)	Bottle 220 ml (24 pcs / carton) PET 500 ml (24 pcs / carton) Tetra 200 ml (24 pcs / carton)
TAG LINE	Happy Mind Healthy Body	Taste the Nü You	The Choice of Fresh Generation
DISTRIBUTED BY	PT Esham Dima Mandiri	PT Bina San Prima & PT API	PT Coca Cola Distribution Ina
MARKET SHARE	2.6%	33.9%	19.3%
STRENGTH	*) International Brand *) On Trade (KTV, Disco & Club)	*) Competitive Pricing *) First Local GT Brand	*) Supported by Coca Cola *) Competitive Pricing
MARKETING ACTIVITIES	*) Advertising (2005) *) Consumer Promo *) Sponsorship *) SPG event	*) Advertising *) Consumer Promo *) Sponsorship *) SPG event	*) Advertising *) Consumer Promo *) Sponsorship
CHANNEL FOCUS	*) Modern Market *) On Trade (KTV, Disco & Club)	*) Modern Market *) Traditional Maket	*) Modern Market *) Traditional Market

Figure 3.6. Pokka Green Tea versus Competitors

Source: PT DIMA Indonesia

In terms of pricing, Pokka Green Tea can be categorized as an expensive RTD green tea compare to its competitors. Pokka Green Tea price per 500 ml is Rp 10,639 or 2.3 times against the market leader, Nu Green Tea, which only sold at Rp 4,688 per 500 ml. From the price mapping below, it can be seen that pricing is also become a barrier for Pokka Green Tea to obtain more market share in Indonesia.

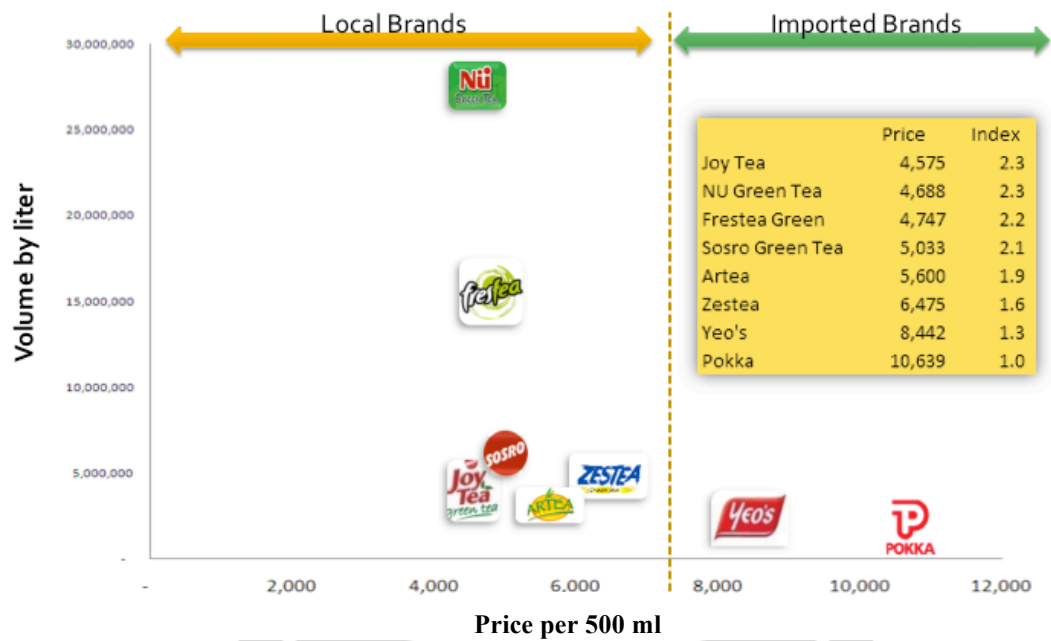


Figure 3.7. RTD Green Tea Pricing Map

Source: PT DIMA Indonesia

Speaking of Pokka Green Tea in Indonesia, PT DIMA Indonesia looks less to do much in the activities of communication and promotion of RTD green tea products are. The direction that wanted to be addressed in terms of marketing communications is the company wants to convey to consumers that Pokka Green Tea is a green tea beverage made from real brewed green tea leaf, which is beneficial for the health of its consumers. Or in other words, current positioning of Pokka Green Tea is a premium and healthy green tea beverage.



CHAPTER 4

METHODOLOGY, DATA ANALYSIS AND DISCUSSION

4.1. Methodology

In conducting a study, making the design of study needs to be done for proper study because it will help to apply the research methods that determine the success of research.

4.1.1. Time and Place of Study

Data collected by distributing questionnaires to the respondents in several places in Jakarta, specifically is in the shopping malls like Emporium Mall Pluit, Mal Taman Anggrek, Senayan City, Grand Indonesia and Metropolitan Mall Bekasi. The process of data collection lasted for 5 days starting from May 20 to 24, 2011.

4.1.2. Operational Variable

An operational variable definition is the explanation given to a variable that can be measured. Operational variables will explain in detail the attributes that are measured in research so that respondent could obtain the same understanding with the researcher. The operational variables to be studied in this research are the six criteria of brand elements:

a. **Memorability**

The extent to which a brand can be remembered or entered into the memory of a consumer. It deals with things like visual, logo, name of a brand.

b. **Meaningfulness**

With regard to the meaning of a brand in the eyes of consumers, such as the descriptive meaning and persuasive meaning.

c. **Likability**

This is the level of consumer preference towards a brand. This can be seen whether visual or verbal terms of a brand to make customers like or love it.

d. **Transferability**

It can be seen the extent to which a brand can be useful in the product category and geographic. Then it also can be seen from the distribution

of the brand whether to include the entire geographical area of the place where the brand exist.

e. Adaptability

It concerns the adaptability of the brand element over time. Because of changes in consumer values and opinions, or simply because of a need to remain contemporary, brand elements often must be updated over time.

f. Protectability

The extent to which the brand element is protectable – both in a legal and a competitive sense. Another consideration is whether the brand is competitively protectable. . If a name, package, or other attribute is too easily copied, much of uniqueness of the brand may disappear.

4.1.3. Methods of Data Collection

The ways of collecting data in this study are:

a. Library Research

The authors collected data by conducting the research literature, by reading other literature relating to the object of research in the discussion of this thesis.

b. Field Research

The data collection in the implementation of this research is done by distributing questionnaires. The author compiled a list of questions and statements related to the problems examined by using a closed ended question. There are some reasons why the author choosing this type of questions: Respondents had no difficulty in answering because just choose the answer that reflects the opinions of the alternatives answers. It can save respondents' time because respondents only need to answer by selecting the alternative answers provided. The collected data are easier to be processed for analysis. Answers can be compared directly between a respondent with other respondents. Each questionnaire represents one individual respondent.

In this research, the author uses primary data and secondary data. Primary data in this study obtained from respondents who answered the questionnaire

distributed associated with this research. For distributing the questionnaire, the author uses a cluster sampling technique. The author divided the distribution of the questionnaires into five regions of Jakarta. The respondents are people who ever consumed Pokka Green Tea. While the secondary data obtained by the author of written resources that exist.

The populations in this study are people who ever drink Pokka Green Tea. The numbers of respondents surveyed in this study were as many as 150 people. This figure is generated based on the Slovin's formula (Umar, 2003):

$$n = q \times 5$$

$$n = 30 \times 5$$

$$n = 150$$

Explanation:

n = number of samples

q = number of questions

In collecting data, to measure consumers' brand awareness through the questionnaire, the first prepared is a scale to facilitate the respondents in answering the questions given. In this study, the scale used is a Likert Scale. Likert Scale is a measurement scale that uses response categories range from 'strongly disagree' to 'strongly agree' or other terms that indicate whether or not the respondents agree with the object of questions in the questionnaire.

For this study, the author uses six categories of answers, each of which will be given weighted score. This research uses the positive weighted score because the questionnaire consists of positive statements. The answer categories are:

Table 4.1. Answer Categories

No.	Answer Alternatives	Weighted Score (+)	Weighted Score (-)
1	Strongly agree	6	1
2	Agree	5	2
3	Somewhat agree	4	3
4	Somewhat disagree	3	4
5	Disagree	2	5
6	Strongly disagree	1	6

Source: Author

After determined the scale then made the interval data from predefined weighted scores:

$$Interval = \frac{HighestScore - LowestScore}{Categories} = \frac{6 - 1}{6}$$

$$Interval = 0,83$$

After large interval is known, then made a scale range so that it can be seen where the average respondent rating. Here is a range of scales used in this study:

- a. 1,00 – 1,83 = strongly disagree
- b. 1,84 – 2,66 = disagree
- c. 2,67 – 3,49 = somewhat disagree
- d. 3,50 – 4,33 = somewhat agree
- e. 4,34 – 5,16 = agree
- f. 5,17 – 6,00 = strongly agree

4.1.4. Methods of Analysis

After all required data collected, the next stage is the analysis of those data that adjusted for the purpose of research. The process of analysis and data processing was performed with Statistical Package for Social applications Science (SPSS) version 14.0 for Microsoft Windows. Initial test that must be addressed:

a. Validity Test

Validity test is the instrument used to measure whether valid or not a questionnaire. A questionnaire was declared valid or invalid if the question questionnaire were able to express something that is measured by the questionnaire. Testing to see whether or not valid questionnaires were conducted using factor analysis. Factor analysis is one of multivariate statistical methods that try to explain the relationship of independent variables with each other so as to make one or more set of variables is less than the initial variables.

Table 4.2. Validity Test Requirements

No.	Validity Measures	Required Value
1	Kaiser-Meyer-Olkin Measure of Sampling Adequacy or KMO MSA is statistics that indicate the proportion of variance dalama variables that are common variance, the variance caused by factors in the study.	KMO values above .500 shows that factor analysis can be used.
2	Bartlett's Test of Sphericity. Bartlett's test is a statistical test to see whether there is any correlation between variables.	The value of significance was the test results. Values less than .05 indicated a significant relationship between variables, an expected value.
3	Anti-image Matrices. Each value in the diagonal column of anti-image correlation matrix shows the measure of sampling adequacy of each indicator.	Value diagonal anti-image correlation matrix above .500 shows variable match or fit with other variables in the structure factor.
4	Total Variance Explained. The value in column 'Cumulative %' indicates the percentage of variance caused by the overall factor.	Value of 'Cumulative %' must be greater than 60%.
5	Component Matrix. The value of factor loading of factor component variables.	Factor loading value must greater or equal .700

Source: Ghozali, 2005, p.45

b. Reliability Test

Reliability test is a tool to measure a questionnaire, which is an indicator of the variable. A reliable questionnaire is said if someone answers to questions consistent from time to time. Reliability test was measured using alpha coefficient or so-called Cronbach Alpha that is in the SPSS program. A variable declared reliable if the Cronbach alpha value is higher than 0.70 (Uyanto, 2006).

After testing the validity and reliability, data processing done by finding the mean score (MS). This is conducted to see that the average value of every statement that has been answered by the

respondent so that it can be included into the category of answers that have been made in intervals.

In analyzing the relationship of data in this study, the author uses descriptive analytical method by analyzing the result of consumers' brand awareness research of Pokka Green Tea to see how consumers positioned Pokka Green Tea in their minds.

4.2. Data Analysis

In this research, data collection is done by distributing 150 questionnaires to people who never consume Pokka Green Tea.

4.2.1. Validity Test

Questionnaire declared valid or not in this study if the questionnaire to meet the size validity using factor analysis which have been determined:

- a. Kaiser-Meyer-Olkin measure of sampling adequacy value must be greater than 0.05
- b. Bartlett significance level is less than 0.05
- c. The diagonal value of Anti-Image Correlation Matrices must be greater than 0.50
- d. Cumulative percentage in Total Variance Explained must be greater than 60%
- e. Values of Component Matrices in every item must be greater than 0.70

The number of samples taken to test the validity is as much as 30 respondents. The test is divided based on 6 criteria used brand elements to see consumer brand awareness of Pokka Green Tea. Data processing was performed using SPSS version 14.0. Here are the results of the questionnaire for validity using factor analysis:

a. Memorability

The result of validity test for memorability shows that the value of KMO Measure of Sampling Adequacy was 0.868, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, value of 'Cumulative%' is 78.178%, and all values of Component Matrices are greater than 0.700. The whole

statement about the memorability of questionnaire validity measure qualifies, then the memorability components declared valid.

b. Meaningfulness

The result of validity test for meaningfulness shows that the value of KMO Measure of Sampling Adequacy was 0.760, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, value of 'Cumulative%' is 69.953%, and all values of Component Matrices are greater than 0.700. The whole statement about the meaningfulness of questionnaire validity measure qualifies, then the meaningfulness components declared valid.

c. Likability

The result of validity test for likability shows that the value of KMO Measure of Sampling Adequacy was 0.699, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, value of 'Cumulative%' is 60.773%, and all values of Component Matrices are greater than 0.700. The whole statement about the likability of questionnaire validity measure qualifies, then the likability components declared valid.

d. Transferability

The result of validity test for transferability shows that the value of KMO Measure of Sampling Adequacy was 0.787, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, value of 'Cumulative%' is 67.145%, and all values of Component Matrices are greater than 0.700. The whole statement about the transferability of questionnaire validity measure qualifies, then the transferability components declared valid.

e. Adaptability

The result of validity test for adaptability shows that the value of KMO Measure of Sampling Adequacy was 0.768, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, value of 'Cumulative%' is 66.682%, and all values of Component Matrices are greater than 0.700. The whole statement about

the adaptability of questionnaire validity measure qualifies, then the adaptability components declared valid.

f. Protectability

The result of validity test for protectability shows that the value of KMO Measure of Sampling Adequacy was 0.789, Bartlett significance level is 0.000, value of diagonal Anti-Image Correlation of each statement is more than 0.500, and value of 'Cumulative%' is 61.187%. But, not all values of Component Matrices are greater than 0.700, statements PT1 and PT5 have values below 0.700. So, the statements PT2, PT3 and PT4 about the protectability of questionnaire qualify the validity measure, then declared valid. But statements PT1 and PT5 about the protectability are not qualified or declared invalid.

4.2.2. Reliability Test

Reliability test in this study using Cronbach Alpha values in which the amount must be greater than 0.700 for declared reliable. Reliability test results of the questionnaire that uses a sample of 30 respondents can be seen in the following table:

Table 4.3. Reliability Test Result

Variable	Cronbach Alpha
Memorability	0.925
Meaningfulness	0.876
Likability	0.828
Transferability	0.871
Adaptability	0.872
Protectability	0.802

Source: Author

The result of data processing using SPSS version 14.0 showed that the Cronbach Alpha values of each variables are greater than 0.700, so the questionnaire declared reliable.

4.2.3. Respondent Identity

Respondent identity is also important in this research because from the respondent identity data the author can define the characteristics of respondents. Here is the analysis of the questionnaire responses regarding the identity of respondents who filled out the questionnaire that provided:

Table 4.4. Respondent Identity Tabulation

No.	Questions	Options	%
1	Gender	Male Female	37 63
2	Age	20-24 year old 25-34 year old >35 year old	19 57 25
3	Education	< High school High school or equal Academy or diploma University	7 16 13 65
4	Spending	Below Rp 1,000,000 Rp 1,000,001 - Rp 5,000,000 Rp 5,000,001 - Rp 10,000,000 More than Rp 10,000,000	1 67 22 9
5	Type of Pokka	Can 300 ml PET bottle 500 ml PET bottle 1,500 ml	60 31 9
6	Time to consume	1 time 2 time More than 2 time	25 58 17

Source: Author

From these respondents identifying data can be seen that of 150 respondents were mostly female with the majority of respondents aged between 25 to 34 years. In terms of education, mostly the respondents are university graduates. Most respondents had an average expenditure of Rp 1,000,000 to Rp 5,000,000 per month. For this type of Pokka Green Tea is never consumed, the majority of respondents had a drink Pokka Green Tea with packaging cans 300 ml. Then, they generally consume Pokka Green Tea about twice per month.

4.2.4. Brand Awareness Analysis

Here is the analysis of questionnaire responses by respondents related to their brand awareness of Pokka Green Tea, which includes six criteria of the brand

elements (memorability, meaningfulness, likability, transferability, adaptability and protectability):

Table. 4.5. Brand Awareness Tabulation

No.	Statement	Mean	Description
Memorability			
1	Each time you wanted to buy ready to drink green tea, you always remember Pokka Green Tea.	2.29	Disagree
2	When you searching for ready to drink green tea in cans, Pokka Green Tea appears in your memory.	2.83	Somewhat disagree
3	When you viewing the beverage cans in green, you are reminded of Pokka Green Tea.	2.67	Somewhat disagree
4	You can always remember the taste of Pokka Green Tea.	2.41	Disagree
5	When you seeing the 'P' logo in red, Pokka Green Tea instantly appears in your mind.	1.68	Strongly disagree
Meaningfulness			
6	When you gathered together with friends, you are reminded of Pokka Green Tea.	2.04	Disagree
7	In your dining, you remember Pokka Green Tea as a beverage that accompanying your meal.	1.94	Disagree
8	In a family gathering, you remember Pokka Green Tea to drink together.	1.91	Disagree
9	After exercise, you will ask Pokka Green Tea to quench your thirst.	2.17	Disagree
10	While hanging out at night to a club, you remember Pokka Green Tea as a mixture.	2.33	Disagree
Likability			
11	You can always remember the advertisings of Pokka Green Tea.	2.15	Disagree
12	Print ads of Pokka Green Tea were interesting to look at and easy to remember.	2.13	Disagree
13	Pokka Green Tea advertisings and promotion materials are colorful and eye-catching.	2.45	Disagree
14	Drinking Pokka Green Tea makes you feel refreshed.	2.65	Disagree
15	Bonus buy program of Pokka Green Tea stimulate you to buy it.	2.31	Disagree
Transferability			
16	Pokka have a lot of variants that can match your needs and activities.	3.73	Somewhat agree
17	Pokka Green Tea products are easy to carry when you going to other place.	4.17	Somewhat agree
18	Pokka Green Tea brand names can easily pronounce for Indonesians.	4.39	Somewhat agree
19	Pokka Green Tea available in many cities in Indonesia.	3.80	Somewhat agree
20	Pokka Green Tea can be found in many types of shopping places.	3.79	Somewhat agree
Adaptability			
21	Pokka logo and color are modern (up-to-date) and easy to remember.	2.20	Disagree
22	Pokka Green Tea packaging is suitable for your modern lifestyle.	2.14	Disagree
23	The taste of Pokka Green Tea can be adaptive to be mixed with other drinks.	2.17	Disagree
24	Pokka Green Tea can be consumed by many people even from different generation.	2.22	Disagree
25	Print ads of Pokka Green Tea were interesting to look at and easy to remember.	2.21	Disagree

Table 4.5. Brand Awareness Tabulation (continued)

No.	Statement	Mean	Description
<i>Protectability</i>			
26	Pokka Green Tea has formally registered with the appropriate legal bodies.	4.99	Agree
27	Pokka Green Tea is a halal certified ready to drink green tea beverage.	4.97	Agree
28	Pokka Green Tea has been certified internationally (ISO, HACCP and BRC).	4.89	Agree

Source: Author

From data that has been collected and analyzed using SPSS program, about the brand awareness of Pokka Green Tea based on six criteria of brand element is found that:

a. Memorability

Based on the data, most respondents answered strongly disagree on the following statement: When seeing the 'P' logo in red, Pokka Green Tea instantly appears in the consumer's mind.

b. Meaningfulness

The data showed the respondents claim that they are disagree that Pokka Green Tea is a beverage that is always kept in mind when hanging out with friends or family.

c. Likability

From the data collected, the consumer does not agree that Pokka Green Tea has the advertising campaigns and promotional programs are interesting and easily remembered.

d. Transferability

For transferability category, consumers are feeling somewhat agree with a statement declaring that Pokka has many variants, practical and easy to find in the shopping center.

e. Adaptability

From the data obtained, the respondents felt did not agree that Pokka Green Tea has ad and design a modern and attractive packaging. This respondent felt the same about Pokka Green Tea print ad designs.

f. Protectability

The data have been processed indicate that the respondent was agreed that Pokka Green Tea is a beverage that is legally registered in Indonesia and is also certified halal and international.

4.3. Discussion

Pokka Green Tea is one of RTD green tea drinks available on the green tea drinks market in Indonesia. Pokka Green Tea is a product that originated from Japan, but for the Indonesian market, Pokka Green Tea is imported from Pokka Corporation Pte. Ltd. Singapore. In this business, competitors of Pokka Green Tea on the market include Nu Green Tea, Frestea Green, Joy Tea Green and Zestea. At present, among the five competitors, the Pokka Green Tea ranks lowest in terms of market share. Nu Green Tea became the first sequence with 34% market share followed by Frestea Green (34%) and Joy Tea Green (19%).

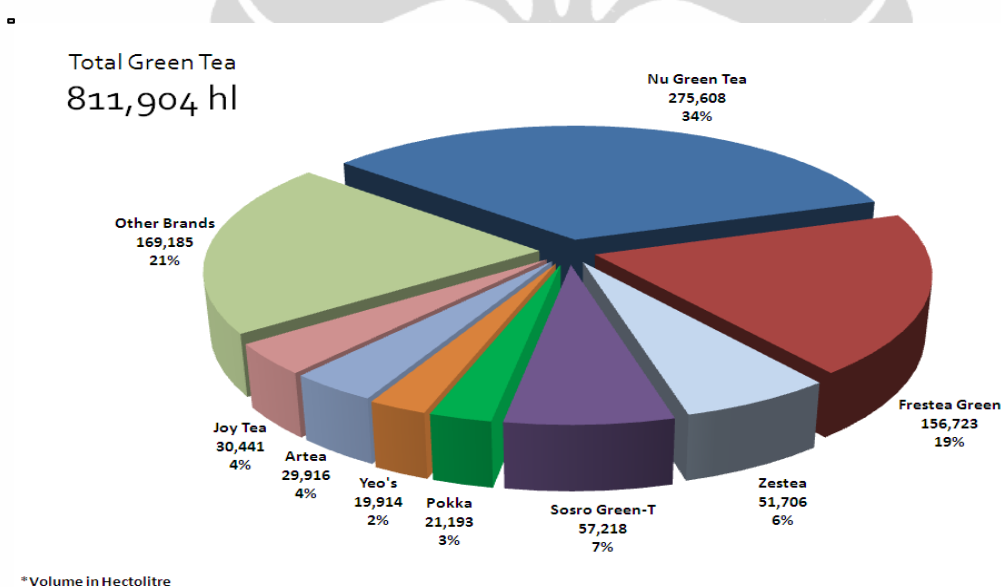


Figure 4.1. RTD Green Tea Market Share in Indonesia

Source: Reprocessed from CIC Corinthian, 2008

Up to now, Pokka Green Tea product in the Indonesian market is entirely imported product from Pokka Corporation Pte. Ltd. Singapore by PT DIMA Indonesia as the official license holder for the distribution and marketing activities in Indonesia. For additional information, PT DIMA Indonesia is one of the distributors of integrated enterprise, including the marketing activities of brands that are distributed, which is quite large in Indonesia. The company has sufficient facilities to create a product to be marketed in all parts of Indonesia. It's proven

by their success to market Guinness, the world famous stout, in Indonesia. However, the growth of Pokka Green Tea is currently incompatible with the rapid growth of the RTD green tea market in Indonesia. In recent years, RTD green tea market in Indonesia is growing very fast with a compound annual growth rate of about 30.8%. It is highly influenced by the level of sales and activation of the brands of competitors in the market.

Marketing strategy is one of the weapons to determine the success of a brand on the market. When talking about the brand, the company must develop a strategy to develop brand that the company marketed. One of the basics of a brand development is how a company determines the desired brand positioning for the company's product in consumers' minds. This should be supported with targeting the market of the brand by the company and must be supported by appropriate marketing activities so that the message or communication was well received by consumers. This will determine the extent to which the level of consumer brand awareness of a brand that is marketed. Pokka Green Tea is one of the products also have to pass through it.

In recent years, PT DIMA Indonesia wants Pokka Green Tea has the brand positioning as a healthy and premium RTD green tea that can be consume by all consumers of all ages. This is a very large positioning, even too large and tends to be less specific to who exactly the people who become the target market of Pokka Green Tea. In other words, Pokka Green Tea targeting their sales to consumers with a range of about 18-55 years of age or when they are at productive age. The company claimed Pokka Green Tea as a healthy product because Pokka Green Tea was made from real brewed green tea leafs and used real production materials such as sugar or fragrance. It also has a low composition of sugar, so it is safe to be consumed by everyone, especially for consumers that have diabetic problems. Then, the company also claimed that Pokka Green Tea is a premium RTD green tea because its price is quite high compare to the competitors in the market. So, it can be said that Pokka Green Tea predetermined positioning is a product oriented positioning. It also affects the marketing campaign held by the company. Every produced printed and promotion materials, it always appearing the product itself or so called 'product hero'. But because of the wideness of the targeted

positioning, it's very difficult to communicate the marketing message that the company wants to the consumers because every type of consumers (based on their ages) has their own characteristics. For example, to communicate with the people at ages 18-30 is quite different with people at ages 40-55. Then the gender issue also affects the consumer's characteristics and purchasing behaviors. The success level of the marketing communication to obtain its brand positioning can be seen in the level of consumers' awareness of Pokka Green Tea.

To see how far the level of brand awareness of Pokka Green Tea in the minds of consumers, the author used the six criteria of brand element, which are memorability, meaningfulness, likability, transferability, adaptability and protectability. Memorability criteria used to see the extent to which a brand can be remembered or entered into the memory of a consumer. Meaningfulness criteria used to analysis regarding to the meaning of a brand in the eyes of consumers, such as the descriptive meaning and persuasive meaning. Likability criteria are the level of consumer preference towards a brand. This can be seen whether visual or verbal terms of a brand to make customers love it. Transferability criteria used to see the extent to which a brand can be useful in the product category and geographic, then it also can be seen from the distribution of the brand whether to include the entire geographical area of the place where the brand exist. Adaptability criteria concerns the adaptability of the brand element over time because of changes in consumer values and opinions, or simply because of a need to remain contemporary, brand elements often must be updated over time. The last one, protectability criteria used to see the extent to which the brand element is protectable – both in a legal and a competitive sense.

The results of analysis for brand awareness based on six criteria of brand element indicate that the level of consumer brand awareness of Pokka Green Tea is still weak. Six criteria of brand element in this research include what the company wants delivered to achieve the desired positioning in the minds of consumers. There are many statements that have average values below 3.50 from the processed data questionnaire indicated that what the company wanted to convey to consumers is not accepted or well understood by consumers. For example, in the memorability criteria, the company wants the consumers

remember in their minds about Pokka Green Tea but from the result of data analysis can be said that the consumers have low awareness against Pokka in terms of the memory of the product, especially in visual memory. It also happen in the meaningfulness criteria which is the company wants the consumers have emotionally related with the product but from the data collected can be said that the consumers have low awareness about that or in other words consumers don't feel they were emotionally connected with Pokka Green Tea. They also have low awareness to the advertising materials and promotion programs of Pokka Green Tea, seen from the result of the likability criteria. They also have low awareness in terms of adaptability criteria, which most consumers thought that Pokka Green Tea was not really match with their lifestyle. But, from the data consumers have better awareness in transferability and protectability criteria. They're quite aware that Pokka Green Tea was available in many cities and many shopping center especially modern markets in Indonesia. They also aware about the quality and legality of Pokka Green Tea.



CHAPTER 5

CONCLUSION AND IMPLICATIONS

5.1. Conclusion

According to the statements of problem, the author conclude this research to answer the questions:

- a. What marketing factors affect the growth of Pokka Green Tea, which is slow, or tend to be stagnating? Based on this research, the author found that one of the marketing factors that affects the growth of Pokka Green Tea is the problem in the communication of the desired brand positioning from the company to the consumers. In this case, consumers do not catch and understand what exactly the company wants to communicate.
- b. Does Pokka Green Tea brand positioning, which set by the company, is right for now? From the result of data analysis that showed a low level of consumers' brand awareness towards Pokka Green Tea, the author believe that current brand positioning strategy of Pokka Green Tea should be reviewed. Wideness of the target market range became one of the problems, because each level of target market (e.g. demography) will have its own characteristics. Then positioning focused on healthy image seems doesn't work at this stage because other competitors also looking for the same objective.
- c. What brand positioning strategy should be done by Pokka Green Tea to increase its awareness? Looking at the current conditions both in terms of the market and the product itself, the author suggest that the company should change the positioning strategy on Pokka Green Tea based on the consumers' perspective and quickly do a brand repositioning with narrower target market and specific marketing communication actions.

5.2. Implications

5.2.1. Academic Implications

From the academic side, the implications of this thesis is the knowledge for a wide audience on an analysis of brand awareness based on six criteria of brand

elements and its effect on a product on the market. With the writing of this thesis, the authors expect that the methods used in this study can also be applied to anyone who wants to do an assessment of a brand. Related to the science of brand management, from this study can be seen the implications of how the relationship between the brand strategy with the viability of a product on the market. Especially against products that are in mature stages in the product life cycle, in which retention strategies or keep existing customers becomes a very important thing to be done by the owner of the brand.

5.2.2. Managerial Implications

Pokka Green Tea as a RTD green tea player in the Indonesian market nowadays still need to increase the efforts and marketing activities to gain more in the existing market share. It also needs to review the existing marketing and brand strategy in order to increase the future brand awareness. With the research result shows that the brand awareness of Pokka Green Tea is low, PT DIMA Indonesia as the company must think again about their previous strategy. The company should thinking of new strategy to build the brand of Pokka Green Tea and increase its brand awareness. According to the data, it's possible that the way the company communicate the marketing message to the consumers is not correct or the current brand positioning strategy is no longer suitable with the targeted consumers.

Current brand positioning strategy of Pokka is to targeting to the wide range of consumers as a premium healthy green tea beverage. From this fact, the author found two possible problems why Pokka Green Tea can't grow in the market. First, the wide range of consumers especially in the demographic matters such as age, socio-economic status and education will become a problem because every range of consumers have their own characteristics and it's different each other. Second, the company wants to develop Pokka Green Tea brand as a healthy beverage. It's like fighting in the constricted market. Most of the competitors in the RTD green tea market also wanted to build their brand as a healthy beverage because of the usage of tealeaves that can be useful for human body as antioxidant. When, the company and the competitors have the same aim to build

the brand it will become a fight of promotional budget. A company with bigger budget will have the advantage to win the competition.

After the study, the author recommend to PT DIMA Indonesia to immediately make changes in an effort to build brand Pokka Green Tea. These changes should be made from the basics such as resetting the desired brand positioning in order to make differentiation from the competitors. The writer suggests that brand of Pokka Green Tea is directed into the lifestyle a way to build emotional connections between the product and consumers. The company should abandon the old ways of communication that only oriented to the product. But, despite the new emphasis on lifestyle brand positioning, healthy image also not be left just that this is not a priority for brand building. In connection with the new direction of Pokka Green Tea brand building, PT DIMA Indonesia should also simplify the target market of Pokka Green Tea. Targeting consumers who previously too large should be narrowed to determine the specifications of the new target market is really on target in accordance with the purpose of new brand strategy. Moreover, considering the price factor also plays a role in determining consumer-buying interest, if allowed the company to see to Pokka Green Tea is produced locally so can further enhance its product competitiveness in terms of selling price.

To be more concrete, the author propose several recommendations in terms of brand positioning strategy for Pokka Green Tea can increase the strength of its brand:

a. Target Market

To narrow the target consumers and adjust to the concept of lifestyle drinks, the author suggested that the target market Pokka Green Tea is as follows:

- 1) Gender : Female
- 2) Age : 20 to 30 years-old
- 3) SES : A to B+
- 4) Living : Urban

- 5) Attitude : Work hard - play hard (life balance), love simplicity, concerns about health, want to live an interesting life, fashionable and stylish
- 6) Lifestyle : Sociable, fun loving and love to party; Easygoing and love to hang out with her friends (Shopping, cinema, café, etc); Keeps herself updated in social network (such as facebook and twitter); Always concern about her health and beauty, loves to go to spa, massage, salon and beauty center

b. Brand Vision

Determination of a new positioning strategy needs to be done by PT DIMA Indonesia to improve the performance brand of Pokka Green Tea. Here are suggestions from the author for a new brand-positioning concept Pokka Green Tea:

- a. New proposed brand core value
→ Healthy, trendy and sociable
- b. New proposed positioning statement
→ Pokka Green Tea is a drink for healthy modern lifestyle
- c. New proposed tagline
→ Pokka for good life!

c. Marketing Strategy

In order to achieve what it wants, the company must support Pokka Green Tea with the right marketing strategy so that what has been stipulated in brand positioning strategy can be implemented and to increase brand awareness of consumers towards Pokka Green Tea. The company should be more ambitious to set the future goals of Pokka Green Tea both in the form of long-term targets and short-term targets. For example, to target long-term (5 years) expects Pokka Green Tea to penetrate the top 3 in terms of market share in the RTD green tea market. As for the company to determine its short-term sales growth target of Pokka Green Tea as a percentage, for example, is targeted to grow by 30% in one year.

d. Communication Strategy

To achieve the targets set and adjust the direction of brand development, companies need to plan the steps of marketing communications and promotional activities that also appropriate. In the case above the line advertising and below the line activation, Pokka Green Tea needs to increase in intensity for more frequent contact with consumers. Especially for above the line advertising, as currently Pokka Green Tea is considered less in terms of doing advertising. The use of digital media also need to be a concern for the company in marketing Pokka Green Tea, the trend of the use of digital media such as facebook and twitter will be very useful for communicating with consumers, the media can be used to improve relationships with consumers. For now, Pokka Green Tea also need to conduct experimental marketing activities such as sampling, sponsorship and event so that consumers can directly have experience that can be remembered with Pokka Green Tea. Last but not least, Sales promotion remains one important tool to increase sales of Pokka Green Tea. The company can determine that right moment to do a big promo in one year.



Figure 5.1. Future Concept of Pokka Green Tea Campaign

Source: Author



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APPENDIX A: QUESTIONNAIRE


QUESTIONNAIRE

Choose one answer by marking a cross (X) on the answer you think most appropriate and suitable.

Respondent Identity

1. Gender
 - a. Male
 - b. Female
2. Your current age
 - a. 20 - 24 years-old
 - b. 35 - 34 years-old
 - b. > 35 years-old
3. Your last education
 - a. < High school
 - c. Academy or Diploma
 - b. High school or equal
 - d. University
4. Your spending on average in one month
 - a. Below Rp 1.000.000,00
 - b. Rp 1.000.001,00 - Rp 5.000.000,00
 - c. Rp 5.000.001,00 - Rp 10.000.000,00
 - d. More than Rp 10.000.000,00
5. What types of Pokka Green Tea that you ever consumed?
 - a. Pokka Green Tea can 300 ml
 - b. Pokka Green Tea PET bottle 500 ml
 - c. Pokka Green Tea PET bottle 1.500 ml
6. How many times you consume Pokka Green Tea in a month?
 - a. 1 time
 - b. 2 times
 - c. More than 2 times

Mark (X) on the number that best describes your assessment of the following statements with the guidelines: 1 = "Strongly Disagree" and 6 = "Strongly Agree".							
No.	Statement	Strongly Disagree  Strongly Agree					
		1	2	3	4	5	6
1	Each time you wanted to buy ready to drink green tea, you always remember Pokka Green Tea.	1	2	3	4	5	6
2	When you searching for ready to drink green tea in cans, Pokka Green Tea appears in memory.	1	2	3	4	5	6
3	When you viewing the beverage cans are green, you are reminded of Pokka Green Tea.	1	2	3	4	5	6
4	You can always remember the taste of Pokka Green Tea.	1	2	3	4	5	6
5	When you seeing the 'P' logo in red, Pokka Green Tea instantly appears in your mind.	1	2	3	4	5	6
6	When you gathered together with friends, you are reminded of Pokka Green Tea.	1	2	3	4	5	6
7	In your dining, you remember Pokka Green Tea as a beverage that accompanying your meal.	1	2	3	4	5	6
8	In a family gathering, you remember Pokka Green Tea to drink together.	1	2	3	4	5	6
9	After exercise, you will ask Pokka Green Tea to quench your thirst.	1	2	3	4	5	6
10	While hanging out at night to a club, you remember Pokka Green Tea as a mixture.	1	2	3	4	5	6
11	You can always remember the advertisings of Pokka Green Tea.	1	2	3	4	5	6
12	Print ads of Pokka Green Tea were interesting to look at and easy to remember.	1	2	3	4	5	6
13	Pokka Green Tea advertisings and promotion materials are colorful and eyecatching.	1	2	3	4	5	6
14	Drinking Pokka Green Tea makes you feel refreshed.	1	2	3	4	5	6
15	Bonus buy program of Pokka Green Tea stimulate you to buy it.	1	2	3	4	5	6
16	Pokka have a lot of variants that can match your needs and activities.	1	2	3	4	5	6
17	Pokka Green Tea products are easy to carry when you going to other place.	1	2	3	4	5	6

Mark (X) on the number that best describes your assessment of the following statements with the guidelines: 1 = "Strongly Disagree" and 6 = "Strongly Agree".							
No.	Statement	Strongly Disagree  Strongly Agree					
		1	2	3	4	5	6
18	Pokka Green Tea brand names can easily pronounce for Indonesians.	1	2	3	4	5	6
19	Pokka Green Tea available in many cities in Indonesia.	1	2	3	4	5	6
20	Pokka Green Tea can be found in many types of shopping places.	1	2	3	4	5	6
21	Pokka logo and color are modern (up-to-date) and easy to remember.	1	2	3	4	5	6
22	Pokka Green Tea packaging is suitable for your modern lifestyle.	1	2	3	4	5	6
23	The taste of Pokka Green Tea can be adaptive to be mixed with other drinks.	1	2	3	4	5	6
24	Pokka Green Tea can be consumed by many people even from different generation.	1	2	3	4	5	6
25	Print ads of Pokka Green Tea were interesting to look at and easy to remember.	1	2	3	4	5	6
26	Pokka Green Tea is a legal ready to drink green tea beverage in Indonesia.	1	2	3	4	5	6
27	Pokka Green Tea has formally registered with the appropriate legal bodies.	1	2	3	4	5	6
28	Pokka Green Tea is a halal certified ready to drink green tea beverage.	1	2	3	4	5	6
29	Pokka Green Tea has been certified internationally (ISO, HACCP and BRC).	1	2	3	4	5	6
30	There are no fakes or copies of Pokka Green Tea in Indonesia.	1	2	3	4	5	6

APPENDIX B: QUESTIONNAIRE PRETEST TABULATION

R	Respondent Identity				Questionnaire Statements																																		
	G	A	E	S	T	TC	MO1	MO2	MO3	MO4	MO5	MN1	MN2	MN3	MN4	MN5	LK1	LK2	LK3	LK4	LK5	TF1	TF2	TF3	TF4	TF5	AD1	AD2	AD3	AD4	AD5	PT1	PT2	PT3	PT4	PT5			
1	2	2	4	2	2	1	2	1	4	1	1	1	1	1	1	1	1	1	2	2	1	1	2	4	4	2	1	2	2	2	4	2	4	6	6	6	6		
2	2	2	4	2	1	3	3	2	2	3	1	2	2	2	2	2	2	3	3	5	3	2	4	4	4	4	4	2	2	4	3	2	4	5	5	5	5		
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6	1	1	4	2	2	3	3	2	2	2	2	2	3	1	2	3	3	2	3	3	3	2	3	4	3	5	3	4	4	5	4	3	5	5	4	4			
7	1	3	4	3	3	1	5	3	5	4	3	5	4	3	5	5	4	4	3	5	5	4	4	4	3	5	4	4	4	5	4	1	3	4	2	2			
8	2	3	4	3	2	2	3	3	3	2	2	4	2	2	4	2	2	2	3	4	2	2	3	2	2	3	3	3	2	3	2	5	6	5	3	2			
9	1	2	4	2	1	2	2	2	1	1	1	1	1	1	1	2	1	2	2	3	3	2	3	3	2	2	2	2	1	2	2	6	6	5	6	6			
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17	1	3	4	4	2	2	2	2	4	3	2	2	2	2	1	2	2	2	2	3	2	2	2	2	2	2	3	3	2	4	3	5	5	6	5	3	3		
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APPENDIX C: QUESTIONNAIRE TABULATION

No	Respondent Identity				Questionnaire Statements																																	
	G	A	E	S	T	TC	MO1	MO2	MO3	MO4	MO5	MN1	MN2	MN3	MN4	MN5	LK1	LK2	LK3	LK4	LK5	TF1	TF2	TF3	TF4	TF5	AD1	AD2	AD3	AD4	AD5	PT2	PT3	PT4				
1	2	2	3	2	2	1	2	3	2	1	2	2	2	2	2	2	3	2	2	2	2	2	4	4	4	4	4	2	2	2	2	2	2	2	5	5	5	
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R	Respondent Identity							Questionnaire Statements																																	
	G	A	E	S	T	TC	MO1	MO2	MO3	MO4	MO5	MN1	MN2	MN3	MN4	MN5	LK1	LK2	LK3	LK4	LK5	TF1	TF2	TF3	TF4	TF5	AD1	AD2	AD3	AD4	AD5	PT2	PT3	PT4							
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50	2	2	2	2	1	2	2	2	2	2	2	3	3	3	2	2	2	2	2	2	2	4	4	4	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
51	1	3	4	3	1	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	5	4	2	2	2	2	2	2	2	2	2	5	5	5	
52	2	4	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
53	1	1	3	2	2	1	2	5	4	3	1	2	2	2	2	2	2	2	2	2	2	1	4	5	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
54	1	3	1	3	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	4	5	4	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
55	1	1	4	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	3	4	4	4	4	1	2	2	2	2	2	2	2	2	2	2	5	5	5	
56	2	2	4	2	1	2	2	3	2	2	2	2	3	3	3	3	3	2	2	2	2	4	5	4	5	4	4	2	2	2	2	2	2	2	2	2	2	5	5	5	
57	2	2	4	2	1	1	2	5	4	3	1	2	2	2	2	2	2	2	2	2	2	4	5	5	3	4	4	4	4	4	4	4	4	4	4	4	4	5	5	5	
58	2	3	2	4	3	1	2	3	2	2	2	2	3	3	3	3	3	2	2	2	2	3	4	5	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
59	1	2	1	2	1	2	2	2	2	3	1	1	1	1	1	2	2	2	2	2	2	4	5	5	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	
60	2	2	3	2	1	1	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	4	4	4	4	4	4	2	2	2	2	2	2	2	2	2	5	5	5	

R	Respondent Identity										Questionnaire Statements																												
	G	A	E	S	T	TC	MO1	MO2	MO3	MO4	MO5	MN1	MN2	MN3	MN4	MN5	LK1	LK2	LK3	LK4	LK5	TF1	TF2	TF3	TF4	TF5	AD1	AD2	AD3	AD4	AD5	PT2	PT3	PT4					
61	1	4	2	1	2	1	2	2	2	2	2	2	3	2	2	2	2	2	2	3	3	3	4	4	4	4	3	2	2	2	2	2	2	2	2	5	5	5	
62	1	3	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	4	4	4	4	4	4	2	2	2	2	2	2	2	2	5	5	5
63	2	4	2	2	1	2	2	5	4	3	1	2	2	2	2	2	3	2	2	2	3	2	4	4	4	4	4	4	2	2	2	2	2	2	3	3	3	3	
64	2	4	3	1	2	2	2	2	3	1	2	2	2	2	2	2	1	2	2	3	3	3	3	5	5	3	4	4	2	2	2	2	2	2	2	2	5	4	4
65	2	4	2	2	2	2	3	3	3	2	2	2	2	2	2	2	2	2	3	2	2	2	4	4	4	4	4	4	2	2	2	2	3	3	3	3	3	3	
66	2	4	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	2	1	4	5	4	4	4	2	2	2	2	2	3	3	5	5	5	
67	1	3	2	4	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	2	5	5	5
68	2	1	4	2	2	1	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	5	5	4	4	4	2	2	2	2	2	2	2	2	5	5	5
69	2	4	2	2	2	2	2	5	4	3	1	2	1	1	1	1	2	2	2	2	2	2	4	4	4	5	4	4	2	2	2	2	2	2	2	2	5	5	5
70	1	2	3	2	2	2	2	2	3	3	1	2	1	1	1	1	2	2	2	2	2	2	3	4	5	4	4	4	2	2	2	2	2	2	2	2	5	5	5
71	1	3	4	3	1	3	4	5	5	4	4	5	4	3	5	5	3	2	2	2	2	1	4	5	5	4	4	4	2	2	2	3	2	2	2	2	5	4	4
72	1	2	4	2	1	2	3	3	3	2	2	2	1	2	2	2	3	2	2	3	4	2	4	4	5	4	4	4	2	2	2	2	2	3	3	5	5	5	
73	2	3	4	4	1	2	2	2	2	2	2	2	3	1	1	1	2	2	2	2	2	2	3	4	4	4	4	3	2	2	2	2	2	2	2	6	6	6	
74	2	2	2	2	1	2	2	2	2	2	2	2	3	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	5	5	4	
75	1	3	4	4	1	2	2	3	3	2	1	1	1	1	1	2	2	2	2	2	2	3	4	4	5	4	4	4	2	2	2	2	2	2	2	6	6	6	
76	1	2	1	2	2	2	2	5	4	3	1	2	2	2	2	2	2	2	2	2	2	2	4	5	5	4	4	4	2	2	2	2	2	2	2	6	5	5	
77	2	3	4	3	1	1	3	4	3	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	4	5	5	
78	2	1	4	2	1	3	2	3	3	2	2	1	1	1	3	3	3	3	2	2	2	3	3	4	4	4	4	4	2	2	2	2	2	2	2	5	5	5	
79	2	1	3	2	1	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	3	3	3	3	3	3	3	5	5	5	
80	2	3	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	5	5	5	
81	2	2	2	2	1	3	2	5	4	3	1	2	2	2	2	2	2	2	2	2	2	2	4	5	5	4	4	4	2	2	2	2	2	2	2	5	5	5	
82	2	2	4	3	1	2	2	2	2	3	2	2	2	2	4	4	4	4	4	4	4	4	4	5	5	4	4	4	2	2	2	2	2	2	2	5	5	5	
83	2	4	2	2	3	2	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	4	4	4	4	4	4	3	3	3	3	3	3	3	6	5	5	
84	1	2	4	2	2	1	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	5	5	4	4	4	2	2	2	2	2	2	2	5	5	5	
85	1	2	2	2	2	1	2	2	3	1	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	5	5	5	
86	2	1	4	2	1	2	2	2	2	3	1	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4	4	4	2	2	2	2	2	2	2	5	5	5	
87	2	1	4	2	2	2	2	2	2	2	2	2	2	2	4	5	1	1	2	2	2	2	4	4	4	4	4	1	2	2	2	2	2	2	2	6	5	5	
88	2	1	2	2	1	2	2	3	3	2	1	2	2	2	2	3	2	2	2	2	2	3	4	5	5	4	4	4	2	2	2	2	2	2	2	6	6	5	
89	2	3	4	3	1	2	2	5	4	3	1	2	2	2	2	3	2	2	2	2	2	2	4	5	5	4	4	4	3	3	3	3	3	3	3	5	5	5	
90	2	3	2	3	2	3	4	5	5	4	4	4	2	2	2	2	4	4	4	4	4	4	5	5	4	4	4	4	2	2	2	2	2	2	3	3	5	2	

APPENDIX D: VALIDITY TEST RESULT

Memorability

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.868
Bartlett's Test of Sphericity	Approx. Chi-Square
	108.735
	df
	10
	Sig.
	.000

Anti-image Matrices

		MO1	MO2	MO3	MO4	MO5
Anti-image Covariance	MO1	.300	-.087	-.001	-.058	-.094
	MO2	-.087	.254	.017	-.095	-.097
	MO3	-.001	.017	.397	-.143	-.109
	MO4	-.058	-.095	-.143	.315	.000
	MO5	-.094	-.097	-.109	.000	.249
Anti-image Correlation	MO1	.894 ^a	-.315	-.004	-.189	-.343
	MO2	-.315	.860 ^a	.053	-.337	-.387
	MO3	-.004	.053	.864 ^a	-.405	-.347
	MO4	-.189	-.337	-.405	.871 ^a	-.001
	MO5	-.343	-.387	-.347	-.001	.855 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.909	78.178	78.178	3.909	78.178	78.178
2	.431	8.621	86.800			
3	.285	5.708	92.508			
4	.214	4.286	96.794			
5	.160	3.206	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
MO1	.887
MO2	.905
MO3	.831
MO4	.884
MO5	.911

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Meaningfulness

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.760	
Bartlett's Test of Sphericity	Approx. Chi-Square	86.934
	df	10
	Sig.	.000

Anti-image Matrices

		MN1	MN2	MN3	MN4	MN5
Anti-image Covariance	MN1	.232	-.160	.010	-.160	-.022
	MN2	-.160	.386	-.123	.106	-.085
	MN3	.010	-.123	.327	-.139	-.120
	MN4	-.160	.106	-.139	.269	-.005
	MN5	-.022	-.085	-.120	-.005	.612
Anti-image Correlation	MN1	.730 ^a	-.534	.036	-.642	-.057
	MN2	-.534	.729 ^a	-.348	.328	-.174
	MN3	.036	-.348	.813 ^a	-.469	-.268
	MN4	-.642	.328	-.469	.690 ^a	-.012
	MN5	-.057	-.174	-.268	-.012	.914 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.498	69.953	69.953	3.498	69.953	69.953
2	.606	12.125	82.079			
3	.475	9.500	91.578			
4	.294	5.883	97.461			
5	.127	2.539	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
MN1	.900
MN2	.812
MN3	.884
MN4	.847
MN5	.727

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Likability

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.699
Bartlett's Test of Sphericity	Approx. Chi-Square
	65.645
	df
	10
	Sig.
	.000

Anti-image Matrices

		LK1	LK2	LK3	LK4	LK5
Anti-image Covariance	LK1	.538	-.161	-.085	-.148	.131
	LK2	-.161	.388	-.221	.012	-.106
	LK3	-.085	-.221	.480	-.045	.025
	LK4	-.148	.012	-.045	.348	-.259
	LK5	.131	-.106	.025	-.259	.390
Anti-image Correlation	LK1	.726 ^a	-.352	-.168	-.342	.286
	LK2	-.352	.743 ^a	-.512	.032	-.272
	LK3	-.168	-.512	.782 ^a	-.109	.058
	LK4	-.342	.032	-.109	.665 ^a	-.704
	LK5	.286	-.272	.058	-.704	.593 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.039	60.773	60.773	3.039	60.773	60.773
2	.975	19.495	80.269			
3	.495	9.897	90.165			
4	.302	6.041	96.206			
5	.190	3.794	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
LK1	.728
LK2	.853
LK3	.783
LK4	.814
LK5	.711

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Transferability

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.787
Bartlett's Test of Sphericity	Approx. Chi-Square
	73.177
	df
	10
	Sig.
	.000

Anti-image Matrices

		TF1	TF2	TF3	TF4	TF5
Anti-image Covariance	TF1	.582	-.114	-.011	.014	-.156
	TF2	-.114	.384	-.174	-.025	-.106
	TF3	-.011	-.174	.436	-.179	.078
	TF4	.014	-.025	-.179	.340	-.179
	TF5	-.156	-.106	.078	-.179	.364
Anti-image Correlation	TF1	.859 ^a	-.242	-.021	.032	-.339
	TF2	-.242	.831 ^a	-.426	-.070	-.285
	TF3	-.021	-.426	.745 ^a	-.464	.196
	TF4	.032	-.070	-.464	.769 ^a	-.511
	TF5	-.339	-.285	.196	-.511	.754 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.357	67.145	67.145	3.357	67.145	67.145
2	.681	13.616	80.761			
3	.453	9.055	89.816			
4	.316	6.315	96.131			
5	.193	3.869	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
TF1	.730
TF2	.867
TF3	.782
TF4	.864
TF5	.844

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Adaptability

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.768
Bartlett's Test of Sphericity	Approx. Chi-Square
	72.376
	df
	10
	Sig.
	.000

Anti-image Matrices

		AD1	AD2	AD3	AD4	AD5
Anti-image Covariance	AD1	.421	-.193	-.014	-.120	-.008
	AD2	-.193	.356	-.190	.081	-.073
	AD3	-.014	-.190	.402	-.132	-.008
	AD4	-.120	.081	-.132	.408	-.235
	AD5	-.008	-.073	-.008	-.235	.480
Anti-image Correlation	AD1	.812 ^a	-.498	-.033	-.289	-.019
	AD2	-.498	.714 ^a	-.502	.212	-.177
	AD3	-.033	-.502	.805 ^a	-.326	-.018
	AD4	-.289	.212	-.326	.723 ^a	-.531
	AD5	-.019	-.177	-.018	-.531	.798 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.334	66.682	66.682	3.334	66.682	66.682
2	.724	14.489	81.171			
3	.398	7.964	89.135			
4	.349	6.988	96.123			
5	.194	3.877	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
AD1	.831
AD2	.825
AD3	.842
AD4	.805
AD5	.779

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Protectability

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	60.786
	df	10
	Sig.	.000

Anti-image Matrices

		PT1	PT2	PT3	PT4	PT5
Anti-image Covariance	PT1	.729	-.002	-.129	-.023	.057
	PT2	-.002	.439	-.181	.009	-.042
	PT3	-.129	-.181	.249	-.168	-.093
	PT4	-.023	.009	-.168	.444	-.081
	PT5	.057	-.042	-.093	-.081	.686
Anti-image Correlation	PT1	.862 ^a	-.004	-.303	-.041	.080
	PT2	-.004	.797 ^a	-.548	.021	-.076
	PT3	-.303	-.548	.704 ^a	-.504	-.224
	PT4	-.041	.021	-.504	.816 ^a	-.147
	PT5	.080	-.076	-.224	-.147	.901 ^a

a. Measures of Sampling Adequacy(MSA)

Total Variance Explained

Compo nent	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.059	61.187	61.187	3.059	61.187	61.187
2	.782	15.648	76.835			
3	.536	10.724	87.559			
4	.446	8.913	96.473			
5	.176	3.527	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component
	1
PT1	.619
PT2	.819
PT3	.927
PT4	.828
PT5	.679

Extraction Method: Principal Component Analysis.

APPENDIX E: RELIABILITY TEST RESULT

Memorability

Reliability Statistics

Cronbach's Alpha	N of Items
.846	5

Transferability

Reliability Statistics

Cronbach's Alpha	N of Items
.868	5

Meaningfulness

Reliability Statistics

Cronbach's Alpha	N of Items
.880	5

Adaptability

Reliability Statistics

Cronbach's Alpha	N of Items
.858	5

Likability

Reliability Statistics

Cronbach's Alpha	N of Items
.838	5

Protectability

Reliability Statistics

Cronbach's Alpha	N of Items
.860	3

APPENDIX F: DESCRIPTIVE STATISTICS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MO1	150	1	5	2.29	.659
MO2	150	1	5	2.83	1.060
MO3	150	1	6	2.67	.939
MO4	150	1	5	2.41	.724
MO5	150	1	4	1.68	.771
MN1	150	1	5	2.04	.750
MN2	150	1	4	1.94	.688
MN3	150	1	4	1.91	.590
MN4	150	1	5	2.17	.709
MN5	150	1	5	2.33	.791
LK1	150	1	4	2.15	.632
LK2	150	1	5	2.13	.620
LK3	150	1	5	2.45	.720
LK4	150	2	5	2.65	.990
LK5	150	1	5	2.31	.811
TF1	150	1	5	3.73	.887
TF2	150	1	5	4.17	.831
TF3	150	1	6	4.39	.767
TF4	150	1	5	3.80	.685
TF5	150	1	5	3.79	.848
AD1	150	2	5	2.20	.543
AD2	150	2	5	2.14	.434
AD3	150	2	4	2.17	.460
AD4	150	2	5	2.22	.578
AD5	150	2	4	2.21	.453
PT2	150	3	6	4.99	.585
PT3	150	3	6	4.97	.440
PT4	150	2	6	4.89	.581
Valid N (listwise)	150				