



**UNIVERSITAS INDONESIA**

**ANALYSIS OF COMPARISON IPAD AND GALAXY TAB  
BRAND EQUITY: AN EXPLORATORY STUDY**

**THESIS**

**Submitted as one of requirements to obtain the degree of  
Magister Manajemen**

**ALBERTA DWISARI WIDYA P.**

**1006792842**

**FACULTY OF ECONOMICS  
MASTER OF MANAGEMENT  
MAJORING IN MARKETING MANAGEMENT  
JAKARTA  
JANUARY 2012**



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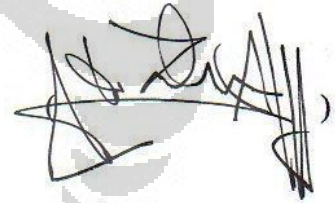
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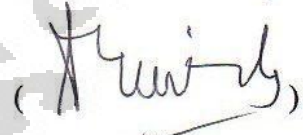
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## FOREWORDS

Praise and thanksgiving to the 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 from Universitas Indonesia. 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:

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Finally, 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.

Jakarta, January 4, 2011

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**STATEMENT OF PUBLICATION AGREEMENT  
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## ABSTRACT

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The focus of this thesis research is to analyze the comparison of brand equity iPad and Galaxy Tab based on the sources of brand equity, brand awareness and brand associations that consist of product related and non-product related, and level of their brand loyalty. The objectives of this research are to explore the sources of brand equity two different tablet PC brands, iPad and Galaxy Tab, and to compare the strengths of each brand's sources of brand equity. This exploratory study uses qualitative method that refers to the adoption of ZMET (Zaltman Metaphor Elicitation Technique) interview and analyzed by applying context charting as qualitative data analysis method and using qualitative analysis software (ATLAS.ti.6.2). The result of this study suggests each brand to increase their marketing activities in order to build their brand equity.

Key words:

Brand equity, brand awareness, brand associations, ZMET

## ABSTRAK

Nama : Alberta Dwisari Widya P.  
Program : Magister Manajemen  
Judul : Analisis Perbandingan Ekuitas Merek iPad dan Galaxy Tab: Studi Eksploratori

Tesis ini membahas mengenai perbandingan ekuitas merek iPad dan Galaxy Tab berdasarkan sumber-sumber ekuitas merek, yaitu kesadaran merek dan asosiasi merek yang berhubungan dengan produk dan non-produk, serta tingkat loyalitas konsumen terhadap merek yang digunakan. Penelitian eksploratori ini menggunakan metode kualitatif dengan mengadopsi langkah-langkah wawancara *ZMET (Zaltman Metaphor Elicitation Technique)* dianalisa dengan menggunakan metode *charting context* dan menggunakan program ATLAS.ti.6.2. Hasil dari penelitian ini menyarakankan agar iPad dan Galaxy Tab meningkatkan kegiatan pemasaran masing-masing merek untuk membangun ekuitas merek masing-masing produk tersebut.

**Kata Kunci:**

Ekuitas merek, kesadaran merek, asosiasi merek, ZMET



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## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Living in a modernization era, more likely a globalization era, has changed consumer's wants and needs. Digging more information has been listed in their wants and needs' list. As Danny Oei Wirianto (2011), Chief Marketing Officer PT. Darta Media Indonesia, stated there has been a friction of consumers' needs in Indonesia (Usman, 2011). In the article titled *Pengguna Internet di Indonesia Tahun Ini Naik Jadi 50 Juta Orang*, it was said that internet has become the third primary needs of consumers. The main function is supporting or facilitating them to access some social networks. He also mentioned that the internet users, consumers, could spend almost 6.1 hours to browse in the internet. As a result, it is predicted that this year, 2011, the internet users would increase 10%, about 50 million people from last year. In addition, given data from Nielsen said that internet penetration in Indonesia up to the second quarter in 2011 was about 21% from 235 million people or 50 million people.

To support and facilitate consumers' wants and needs regarding collecting more information through internet, marketers put more effort to innovate devices. Then, all the supporting facilities to access the internet may come from many sources, such as personal computer (PC) at home, internet rental, modem, portable computers (notebook and netbook), and cellular phone or mobile phone (smartphone). In overall, total numbers of mobile service subscriber like modem, smartphone, notebook, netbook, and others, in 2011 would reach 240 million units which has been increased about 8.3% from the total numbers in 2010 (Ika, 2011). International Data Corporation (IDC) also reported that there was an increase in the usage of mobile services from 180 million units in 2009 to 220 million units in 2010. This was reinforced

by the high demand in modem. The growth of modem sold reached 650% in 2010, which was sold from 800.000 units in 2009 to 6 million units in 2010.

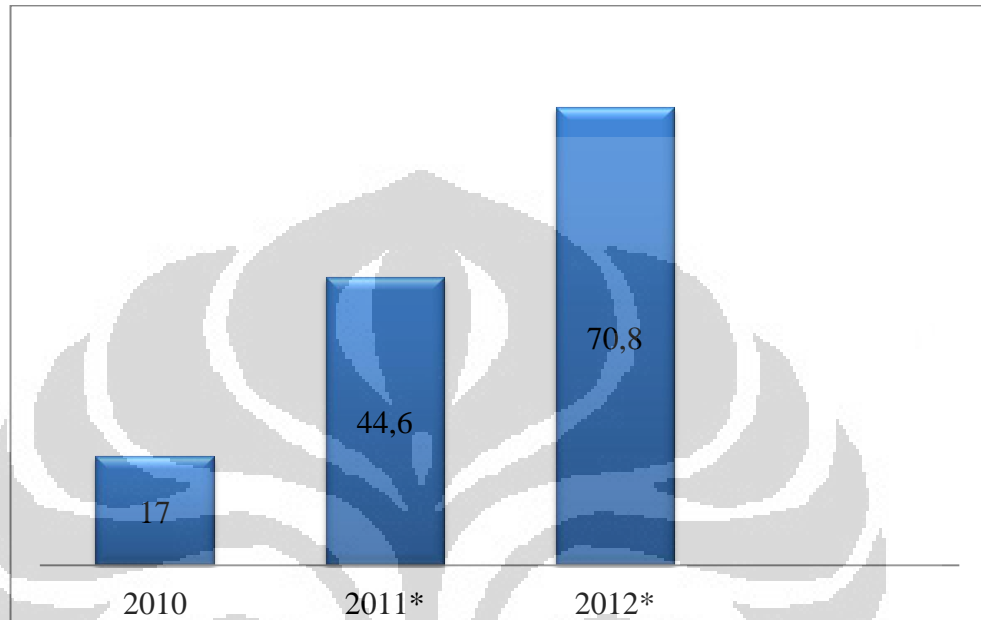
The most preferable facility used by consumers in order to access the internet is through cellular phones. *Asosiasi Telekomunikasi Seluler Indonesia* (ATSI) said that number of internet users use cellular phones is higher than personal computer. It is about 65% of the total number of cellular phone users (156.6 million). In addition, Nielsen Southeast Asia Digital Consumer Report also reported data that there were 48% of internet users used cellular phones to access internet up to second quarter in 2011 and 61% personal computer users would move to use cellular phone (mobile phone) to access internet in the third quarter 2011.

*Asosiasi Pengusaha Komputer Indonesia* (Apkomindo) projected that the shipment of personal computer (PC) in Indonesia, 2011, would reach 5.5 million units with an increase from last year about 30.9% (3,8 million units). There are some reinforcements, such as the advanced of new technology and new processor, the increase in needs of computers' usage, from vendor to price competitions, and, last, the upcoming convergence products like tablet PC and netbook. This is shown that Indonesia becomes an interesting market because of low of computer penetration and broadband even though cellular phone penetration is very high, more than 90%. The most reinforcing factor to support the sales of computer in the world is lifestyle and consumer segmentations that use for downloading pictures and videos.

Moreover, the innovation of technology in new product development is the key success to facilitate and support the high level of consumers' mobility in running their daily activities, especially when they need more information quickly. Marketers see this as an opportunity to create a new product that has never been thought before by the consumers. In the fourth quarter 2010, a new product innovation was launched called as tablet PC. This product is considered as a convergence product of computation functions, smartphone, and telephony stated by Suhanda Wijaya, chief of *Asosiasi Pengusaha Komputer Indonesia* (Apkomindo) (2011). The sales of tablet PCs in the

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world are predicted to reach 15-17 million units or about 6% during 2011. In the global market, IDC stated that the shipment of personal computers during the fourth quarter 2010 was diminished by tablet PCs.



**Figure 1.1 Graphics of Shipment Level of Tablet PCs in the World  
(million units)**

*\*Estimation*

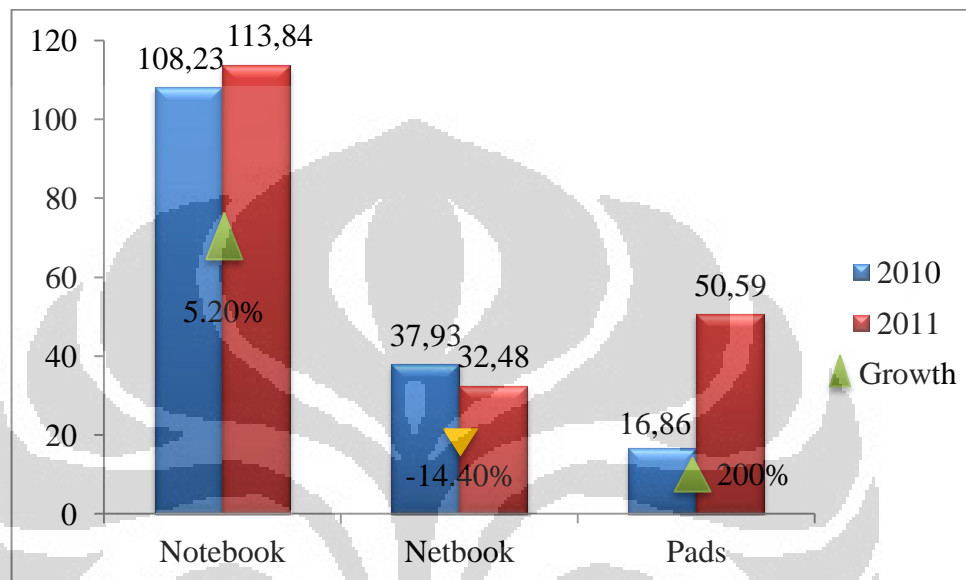
Source: International Data Corporation (IDC)

In Indonesia, tablet PCs are part of the trend in lifestyle. The popularity of tablet PCs in Indonesia which was launched in the fourth quarter of last year, 2010, would reach 900,000 units in 2011 from the total number of computer market reach 5.5 million units. There are several main factors make an increase of tablet PCs' growth in Indonesia market. They are high demand of the latest mobile device service, social networks access '*internet fever*', better broadband access penetration which reach 17% from the total numbers of people in Indonesia, the price of mobile device is getting more affordable, and affordable internet rate. In general, tablet PCs, as convergence product between more into cellular phone and notebook, could answer consumers' needs of mobility, multitasking, and the simple model.

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Because of these, it is possible for notebook or, even, netbook users switch to tablet PC. Tablet PC is considered to be an alternative as a substitution in purchasing netbook for the second time. The penetration of tablet PCs are getting aggressive in this year.



**Figure 1.2 Graphics of Tablet PC Globally Based on Consumers Segmentation (million units)**

Source: Canals, 2011

The increase of growth in tablet PCs would result higher competition in the market that is caused by many vendors produce and launch similar tablet PCs with different prices. The trends of tablet PC consumptions have been entered the Indonesian market. In Indonesia, there are brand considered as the top players in tablet PC market. Those brands are iPad from Apple and Galaxy Tab from Samsung. As written in the *INFO KOMPUTER* magazine June 2010, it was stated that iPad could sell one million in 28 days only (p. 90). This sales performance was surpassing because iPad could reached spectacular performance compared to iPhone as the previous phenomena device in technology innovation. Previous experience, iPhone required 53 days to reach the exact same numbers of products sold. Another fact of the

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success performance showed by iPad was that it required only three months to reach 4.5 million iPad sold. This performance was similar to the circulation of magazine that was sold 50 thousand per day (INFO KOMPUTER, November 2010, p. 32). Based on the performance achieved by iPad, it triggers more brand to create similar product, tablet PC, with different prices and values offered by them. From this following table 1.1 Tablet PC Categories that was noted from the article of Marketing Magazine titled *Kategori Produk Digital* (Octobe 2011, p. 46), is showing other famous brand of electronics, Galaxy Tab from Samsung, try to compete in this market too.

**Table 1.1 Tablet PC Categories**

<b>Tablet PC Categories</b>		
<b>The HIGH In</b>	<b>Apple iPad</b>	<b>Samsung Galaxy Tab</b>
Realibility	66.7%	33.3%
Durability	73.3%	20.0%
Feature	66.7%	33.3%
Design	86.7%	13.3%
Easy to get	44.4%	53.5%

Source: Marketing Magazine, 2011

Samsung launched Galaxy Tab in October 2010 had attracted the Indonesian market. It has been proved by the consideration of second top layer of tablet PC in Indonesia. According to the web page of Indonesia Finance Today (2011), PT. Samsung Electronics Indonesia claimed that Galaxy Tab had 71% of market shares in Indonesia during the last March (1). This percentage was gained from the expectation of Samsung galaxy Tab 7 inch performance. In addition, compared to other countries, Indonesia has given contribution in selling of the product as the second largest of

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earnings after Korea as the original country. There are several reasons why Samsung believes that Indonesia is a promising country. The large number of Indonesian population, the lifestyle of Indonesian consumers, and the growth of tablet PC market are the reasons of Samsung's assurance to the Indonesian market. With all new features, like telephone and text message, open source applications from Android, and lower price, iPad should consider their positioning in tablet PC market.

Therefore, it is really important from the marketers for each brand to identify their positioning and performance in this tablet PC market competition. After knowing them, the marketers could plan suitable marketing strategies in order to build strong brand equity from the consumers based. At the end, brand loyalty of the consumers toward the brand would be built.

Furthermore, in understanding deeper about brand equity of a product, it requires a suitable research methodology. In this case, qualitative method is relatively good to enrich the information required in building brand equity of a product. This type of research method is relatively better because marketer could get more insights from consumers toward the brand. Identifying and understanding the sources of brand equity is really important for marketer to build its brand equity. In fact, sources of brand equity would be only arisen from the consumers' mindset. In addition, qualitative research techniques are more common to identify possible brand associations and sources of brand equity. In practice, there are many kinds of qualitative method of research that could be used by marketers to dig more consumers' insights. Focus Group Discussion (FGD) and In-Depth Interview (IDI) are the most common techniques included in this category of research method, qualitative method. Those techniques have similarity concept that are doing an interview to the consumers and using verbal communication.

As matter of fact, some of the communication research has explained that almost 80 percent of human communication is dominated by non-verbal

communication. People more easily understand to explore their thoughts and feelings through visualization, such as images, to represent it. Basically, metaphors are the basic methods of thoughts and communication. Thus, a development of qualitative research technique had been launched known as ZMET (Zaltman Metaphor Elicitation Technique). Combination of collage research and metaphor analysis in order to bring to the surface the mental models and the major themes or constructs by driving consumer thinking and behavior is the main concept of this development research method (Kanuk, Schiffman, & Wisenbilt, 2010). The interesting point from ZMET is that ZMET could create a consensus map, known as mental map, created by the author and describes consumers' mind such as concepts, ideas, emotions, values, thoughts, and feelings of importance to consumers. This is useful for managers as design criteria for designing marketing communications, creating new products and services, or evaluating marketing strategy. Based on the involvement of both verbal and non-verbal communication in this qualitative research technique, ZMET could fill in the gap of how consumers think and communicate about the brands and how the researchers access consumers' thinking. Besides, ZMET is more used to identify association compared to FGD which is more into preference as type of response (Kleef, Luning, & Trijp, 2004).

Therefore, after comparing the characteristics and its benefits from each qualitative research technique, the author decided to adopt ZMET (Zaltman Metaphor Elicitation Technique) as its technique of qualitative research methodology. The adoption would be following the steps of ZMET interview procedures.

## **1.2 Research Issues**

The dynamic growth of competitions in tablet PCs market in Indonesia, two top players iPad and Galaxy Tab which could diminish the existence of notebook or netbook, makes company of each brands should find out more

about its strengths of brand equity. The company should figure out that there are other important factors besides value for money and innovations involved in achieving this performance. Thus, this fact should be maintained consistently to survive in the dynamic of competitions.

Based on the above brief background, thus research issue that is identified is “Understanding brand equity constructions of two different tablet PC brands, iPad and Galaxy Tab, through adopted ZMET (Zaltman Metaphor Elicitation Technique) method”.

### **1.3 Research Objectives**

The objectives to be achieved from this research are:

1. To explore sources of iPad's brand equity by constructing a consensus map.
2. To explore sources of Galaxy Tab's brand equity by construction a consensus map.
3. To compare the strengths of sources of brand equity from each brand, iPad and Galaxy Tab.

### **1.4 Research Scope**

This research was conducted in a limited area in Jakarta, where could represent the consumers of these two brands of tablet PCs, iPad and Galaxy Tab. The area of this research was taken at Magister Management Universitas Indonesia (MM UI). The process of collecting data by conducting a one-on-one interview was started in November 2011. The samples used in this research covered 18 participants who are the master students of MM UI that consisted of nine participants of iPad users and nine participants of Galaxy Tab users. The range of age covered 20-34 years old.

Topic of this research is limited and discussed about comparison of brand equity and its elements between two brands of tablet PCs, iPad and Galaxy Tab which is explored by qualitative method.

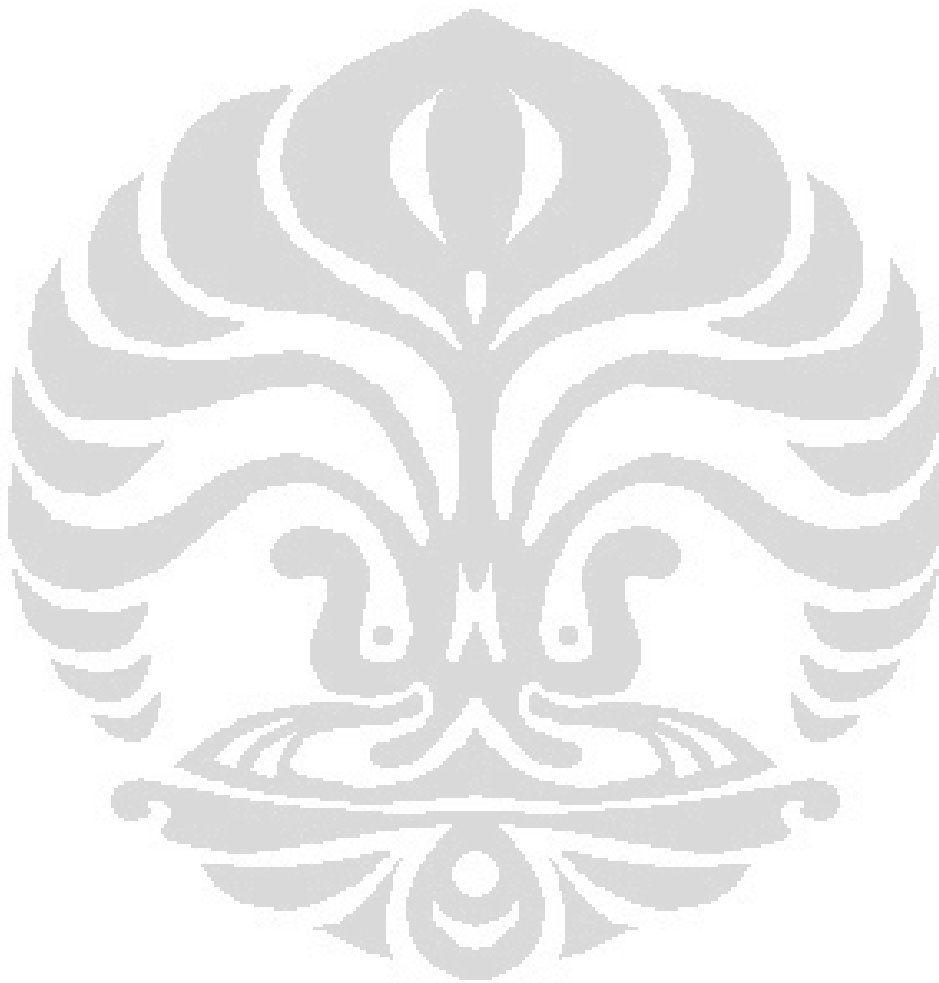
## 1.5 Thesis Outline

The systematics of this research writing is divided into six chapters. They consist of:

- Chapter 1      Introduction  
In this chapter, researcher describe about background of this research with research issues, research objectives, research methodology, and thesis outline.
- Chapter 2      Literature Review  
This chapter suggests theories related to marketing, brand management, brand equity, Customer Based Brand Equity (CBBE), and source of brand equity.
- Chapter 3      Research Methodology  
This chapter discusses research design and ZMET (Zaltman Metaphor Elicitation Technique).
- Chapter 4      Data Analysis and Discussion  
This chapter will discuss the source of brand equity of two different tablet PC brands (iPad and Galaxy Tab), their comparison, product constraints of each brands, consumers' brand loyalty of each brands, and the managerial implications for iPad and Galaxy Tab in defining a strategy that can build their brand equity to survive in the competition.

## Chapter 5 Conclusions and Recommendations

This chapter contains of conclusions from the analysis and some recommendations for further research related to this thesis research.



## **CHAPTER 2**

### **LITERATURE REVIEW**

Marketing is an effort to build a brand. Identifying and meeting human and social needs are actually the simple activity done by marketing. A social process which is done by individual or group in a purpose to fulfill their wants and needs by creating, offering, and exchanging goods and services with an added value is the definition of marketing (Kotler, 1997). In addition, as written in the book of marketing management, the American Marketing Association defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (Kotler & Keller, 2012).

All the marketing activities would be related positively to brand equity if the marketing activities refer to the better consumers' behavior for a particular brand of product. Thus, consumer behavior is really important to know in conduction a marketing strategy, such as in defining segmentation, target market, and positioning which are used in the development of marketing mix.

Furthermore, marketing mix is defined as marketing tool which is used to reach the marketing objectives. Marketing mix consists of product, price, promotion, and place. First, product is goods or services which could fulfill and satisfy consumers' wants and needs. Product could be physics and services, so that in creating a product should consider some of factors related. They are brand, functionality, styling, quality, safety, packaging, repair and support, warranty, and accessories and service. Second, price is a value which has to be sacrificed by consumers in getting a product. Values that are given out could be money, time, effort, and cost in order to reach and purchase the product. Defining a price of product should consider purchase power of consumers and competition environment, because it has important implication to the image of a product.



Third, promotion is an activity to communicate product or company to the consumers and potential consumers. This promotion activity includes personal selling, sales promotion, direct marketing, and publicity. Finally, place or distribution channel is an activity to plan and implement or execute product distribution through an effective and efficient distribution channel so that the products are reachable by consumers in the right place and time, also required numbers by consumers.

In understanding the functions of marketing, a successful marketer has to understand some marketing concepts which consist of:

- a. Needs, wants, and demands
- b. Target markets, positioning, and segmentation
- c. Offerings and brands
- d. Values and satisfaction
- e. Marketing channels
- f. Supply chain
- g. Competition
- h. Marketing environment

## **2.1 Brand Management**

At first, the basic function of a brand was to differentiate one product to another. Then, the brand developed to represent an object or characteristic of a product. For example, AQUA represents water in packaging, Marlboro represents adventure, and there are many more brands represent particular objects or characteristics.

A product or service can be categorized as a market leader if it has a strong brand that is possible to be dominant in the market. The importance of brand value should be realize and understood clearly by the company, because it can prove the corporate identity and can be an added value of the product itself. In practical, brand can also be a key too in purchase decision. Hence,

by understanding what brand is too, company can use it as a media to maintain and develop consumer loyalty.

Brand is an important extrinsic element for a product. According to American Marketing Association (AMA), brand is a name, term, sign, symbol, planning or combination of all those things, which mean to identify goods or services of an individual or group. Also, it is to differentiate from other competitors (Kotler & Keller, 2011). Brands can be name, logo or other symbols. And, brands have some dimensions of differentiations to make them differ with their competitors. Functionality, rational, and tangibility are those dimensions which make the brand unique. In particular, an excellence strategic brand management has to be achieved by combining the design and the implementation of marketing activities and programs to build, measure, and manage to maximize its value. According to Kotler and Keller, there are four main steps of strategic brand management process, which are:

- a. Identifying and establishing brand positioning
- b. Planning and implementing brand marketing
- c. Measuring and interpreting brand performance
- d. Growing and sustaining brand value deals with brand positioning

Kotler also explained that a brand is more than just a symbol. It has six levels of brand definitions. They are:

- a. Attributes
- b. Functions
- c. Values
- d. Cultures
- e. Personality
- f. Users

In addition, genuine brand is also defined as the internalized sum of all impressions received by customers and consumers resulting in a distinctive position in their “mind eye” based on perceived emotional and functional

benefits (Knapp, 2000). In addition, brand as a name or symbol which is associated with a product or service would affect psychology meaning or association (Susanto and Wijanarkon, 2004). This is named as a product or brand differentiation. Product might be made by manufactures, but consumers buy its brand actually. Finally, brand is not made by manufactures, printed on the packaging, or what is advertised by marketers. Brand is actually what is inside of consumers' mind.

In this chapter, the author would define some definitions based on the three names that have large contributions in the development of marketing. They are Philip Kotler, David A. Aaker, and Kevin Lane Keller. According to Kotler (2009), "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" (p. 276). Moreover, Kotler also added that the role of brands is helping the consumers, either individuals or organizations, to assign responsibility for the performance to a particular manufacturer or distributor. Also, brand would help in identifying the source of a product. Next, according to Aaker (1991), brand is "Signals to customer the source of product, and protects both the customers and the producer from competitor who would attempt to provide products that appear to be identical" (p. 7).

Differed with previous theory, Keller (2003) stated that "A brand is therefore a product, but one that adds other dimensions that differentiate it in some way from other products designed to satisfy the same need" (p. 4). Keller added that the differences could be characterized as rational or product related with the performance of the product (tangible) and could be symbolic or emotional represented by brand of the product (intangible). To understand why brand is important, this is the following the differences points of view from the consumers and manufacturers or company's sight.

**Table 2.1 Roles That Brand Play**

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

Source: Keller, 2003

According to Keller (2003), roles that brand play can be different and viewed from two parties, consumers and manufacturers. From the consumers' sight, brands play role as an identification tool, signal of quality and give symbolic meaning. However, from the manufacturers' sight, brand is an image and positioning. Also, brand can offer the company legal protection for unique products produced. This is the following table describing the differences point of views about brand from consumers and company or manufacturers' sight.

## 2.2 The Strengths of Brand

General description of a strong brand is a valuable intangible asset for a company and a primary tool of strategic. According to Keller (2003), there are the marketing advantages of strong brand. They are:

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- a. Improved perceptions of product performance
- b. Greater loyalty
- c. Less vulnerability to competitive marketing actions
- d. Less vulnerability to marketing crises
- e. Larger margins
- f. More inelastic consumer response to price increases
- g. More elastic consumer response to price decreases
- h. Greater trade cooperation and support
- i. Increased marketing communication effectiveness
- j. Possible licensing opportunities
- k. Additional brand extension opportunities

### **2.3 Brand Equity**

Building and maintaining a big, strong, and famous brand are not easy jobs to do. They require suitable marketing strategy started from maintain to increasing brand awareness of consumers and their loyalty. More than that, maintaining and increasing consumers' loyalty are the objectives.

Discussing more about definitions of brand equity, there are two famous marketers who have their own definitions of brand equity. First theory refers to Keller who defines brand equity is attached with customers. Brand cannot be separated from the consumers. A brand results strong brand equity resourced from the combination of consumers' perceptions, judgmental, and recognition. A successful marketer has an objective to build strong brand equity of a brand in the competition. Brand equity surely cannot be displayed by some numbers, but brand equity can be measured by how consumers react toward all the resources of brand equity.

According to Keller's point of view, there are some basic principles of branding and brand equity. They are:

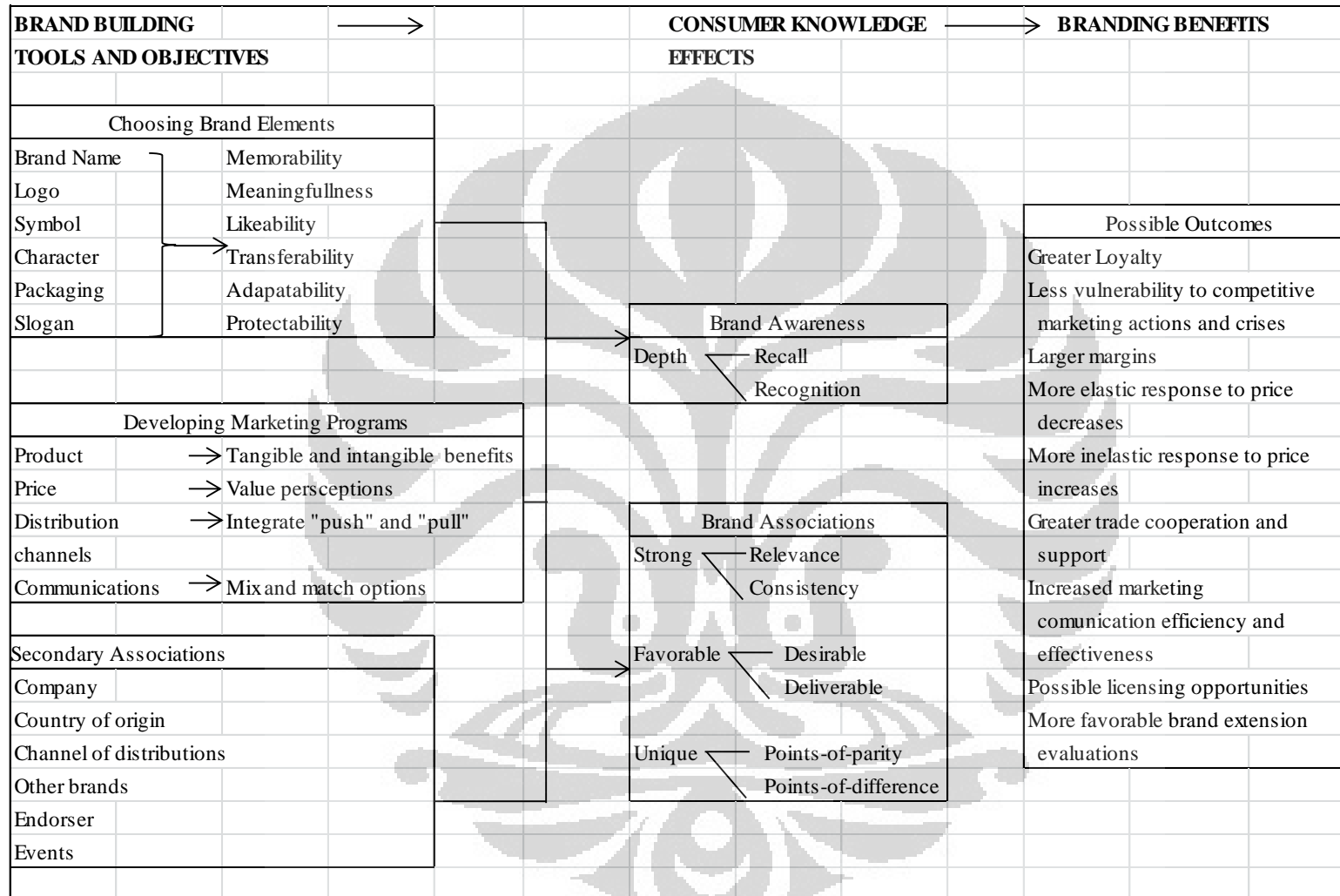
- a. Differences in outcomes arise from the added value endowed to a product as a result of past marketing activity for the brand.
- b. This value can be created for a brand in many different ways.
- c. Brand equity provides a common denominator for interpreting marketing strategies and assessing the 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.

In order to achieve strong brand equity of a brand, strategic brand management process is required in implementation. Strategic brand management is a process that involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity. Differed from Keller's theory about brand equity, Aaker has his own perspective which describes brand equity. His definition states that brand equity is the set of assets and liabilities linked to brand's name and symbol. These two elements, assets and liabilities, could also add or subtract from the value provided by the product or service.

### **2.3.1 Customer-Based Brand Equity (CBBE)**

Most of the time, marketers are faced by two important questions frequently. What is the meaning of a brand for consumers? How can brand knowledge affect consumers' response toward the marketing activities?

According to Keller (2003), customer-based brand equity (CBBE) model is the power that brand lies in what customers have learned, felt, seen, and heard about the brand as a result of their experiences over time. Hence, this model is really important, because this model approaches brand equity from the perspective of customer, either individual or organization. Knowing and meeting customers' wants and needs are really key success factor in doing marketing. This is the following table of building customer-based brand equity.



**Figure 2.1 Building Customer-Based Brand Equity**

Source: Keller, 2003

Customer-Based Brand Equity (CBBE) is differential effect that brand knowledge has on consumers' response to the marketing of that brand. Brand of a product is said to have positive customer-based brand equity when the reactions given by consumers are more favorably. Consumers more accept brand extension and are less sensitive to the increase of prices and withdrawal advertising support. They have also willingness to figure brand out in a new distribution channel. However, a brand is said to have negative customer-based brand equity when consumers give reaction less favorably to marketing activity.

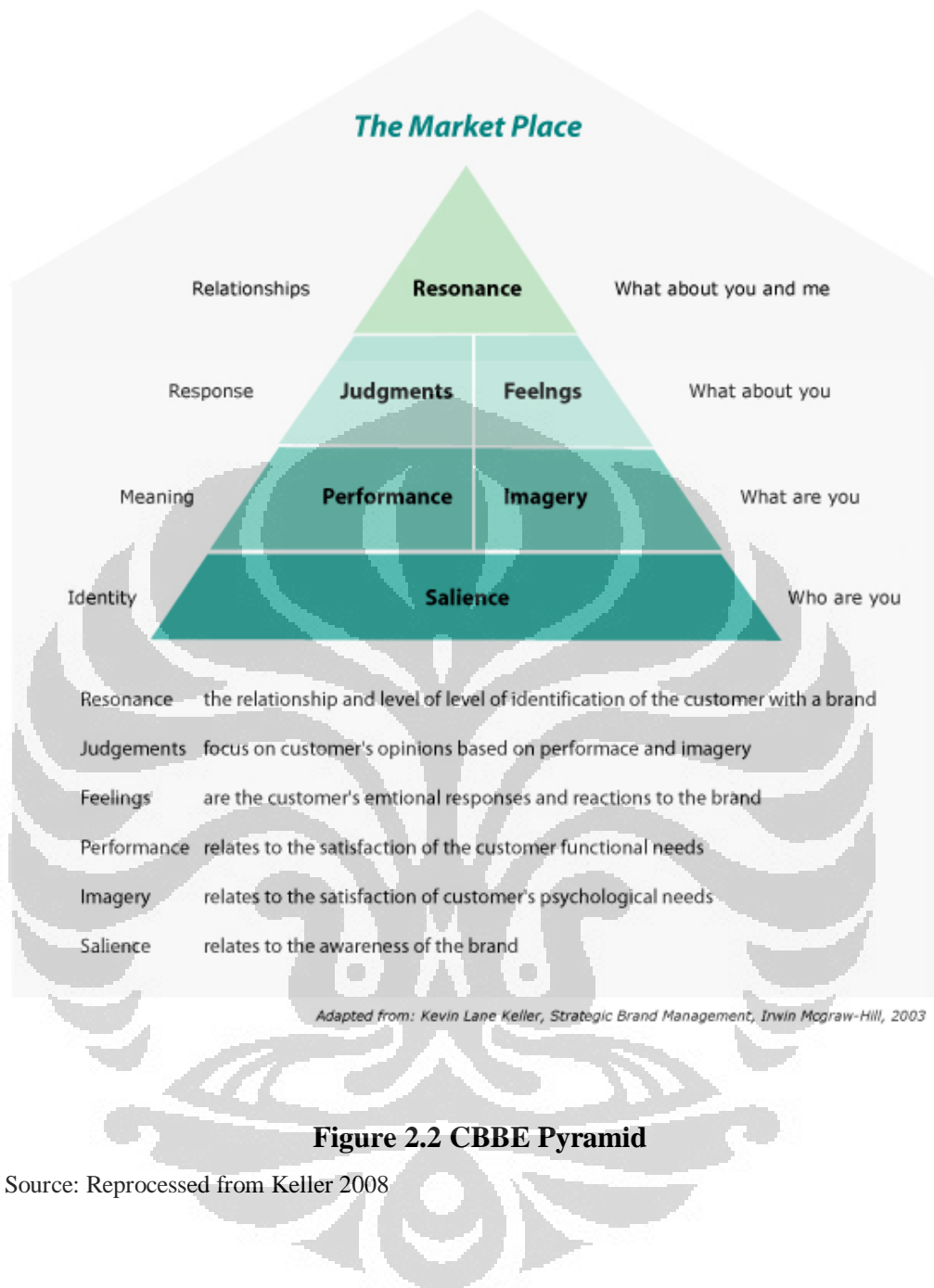
There are three important things from the definition of brand equity based on customers which are:

- a. Different consumers' responses
- b. Brand knowledge
- c. Consumers' responses toward the marketing activities

Finally, brand equity is based on the consumers' experiences about the brand in consumers' mind. This brand equity is represented by perceptions, favorability, and consumer behavior related to the marketing of a product. This CBBE model can be used to measure the level of brand equity based on the unique consumers' perspectives regarding brand equity of a product.

In Keller's theory, he also mentions that the use of building blocks to explain the concept of customer-based brand equity. This is a structure which consists of six "brand building block" in order to create a strong brand. All the six brand building block would construct a pyramid in which, to create significant brand equity, it should reach the top of pyramid. The corresponding brand steps represent different levels of the pyramid as illustrated below.





**Figure 2.2 CBBE Pyramid**

Source: Reprocessed from Keller 2008

These are the six brand building blocks:

- a. Brand salience relates to aspects of the awareness of the brand. For example is that how often and easily the brand is evoked under various situations or circumstances.
- b. Brand performance relates to the ways in which the product or service attempts to meet consumers' more functional needs.

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- c. Brand imagery deals with the extrinsic properties of the product or service, including the ways in which the brand attempts to meet consumers' psychological or social needs.
- d. Brand judgments focus on consumers' personal opinions and evaluations with regard to the brand. There are four types of brand judgments, which are quality, credibility, consideration, and superiority.
- e. Brand feelings cover consumers' emotional responses and reactions with respect to the brand and they relate to the social currency evoked by the brand.
- f. Brand resonance focuses on the ultimate relationship and level of identification that the consumers has with the brand. This relationship draws which consumers feel "in sync" with the brand. There are four categories, which are behavioral loyalty, attitudinal attachment, sense of community, and active engagement.

### **2.3.2 Sources of Brand Equity**

Based on the customer based brand equity by Keller (2003), the sources of brand equity come from brand awareness and brand image. In addition, consumers' knowledge about the brand is also important because it is the key to create different effects and responses to the consumers toward brand equity of a product.

The high brand equity is created when the consumers aware of the product and they have strong, favorable, and unique associations. This is the following figure that draws structure of brand knowledge from Keller's perspective.

Keller summarizes to be two elements only, which are brand awareness and brand image.

a. Brand awareness

Brand awareness is related to the strength of the brand node or trace in memory as reflected by consumers' ability to recall or recognize the brand breadth. Brand awareness can be characterized by depth and breadth. The depth of brand awareness relates to the likelihood that the brand can be recognized or recalled. Brand recall relates to consumers' ability to call the brand from their memory when they are given the product category, the needs fulfilled by the category, or a purchase or usage situation. However, brand recognition is more about consumers' ability to confirm previous exposure to the brand when given the brand. Then, the breadth of brand awareness related to the variety of purchase and consumption situations in which the brand comes to mind.

b. Brand image

Brand image is defined as consumer perceptions of and preferences for a brand, as reflected by the various types of brand associations held in consumers' memory. Marketing programs that could link strong, favorable, and unique associations to the brand in a memory would have an opportunity to create a positive brand image. It means that a positive brand image is created by brand associations. The more deeply a consumer could remind and think about product information and relate it to the existing brand knowledge, then the stronger brand associations are created.

There are three important elements of brand associations that could create positive brand image. They are:

a. Strength of brand associations

To ensure how the brand strongly linked with its association will depend on its marketing program and other factors consumers' brand experiences. There are two factors facilitating the strength of association are the personal relevance of the information and the consistency with

which this information is presented over time. Brand attributes and brand benefits facilitate the form of strong brand association. Brand attributes are the descriptive features that characterize a product or service and brand benefits are the personal value and meaning that consumers attach to the product or service attributes.

b. Favorability of brand associations

Favorable brand associations will convince the consumers that the brand possesses relevant attributes and benefits that satisfy their wants and needs. A success favorable brand association is desirable to consumers and delivered by the product conveyed by the supporting marketing program.

c. Uniqueness of brand associations

Unique brand association may create different consumers' responses from its competitors which could make a competitive advantage and reason to buy the product.

In addition, Aaker states that brand equity is a five of categories that assets and liabilities linked to a brand that could add or even subtract the value given from the product or service to firm or customers. Those five categories of brand assets are:

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

After reviewing several of brand equity's definitions, author has decided to use the theory of Kevin Lane Keller in implementing the research in this thesis. Selection was based on assessment of suitability of the theory with the author's research to be conducted.

## 2.4 Benefits

According to the Brand Concept Management of Park, Jaworski, & MacInnis (1986) in Keller (2008), brand concept is defined as the brand-unique image associations that arise from a particular combination of attributes, benefits, and the marketing efforts used to translate these attributes to higher-order meanings. In addition, brand concept is defined in terms of form-selected brand meaning derived from basic consumer's needs. There are different important factors influencing the selection of a brand concept based on consumer's needs. They are:

### a. Functional benefits

They relate to the more intrinsic advantages of product or service consumption and usually corresponding to product-related attributes. These benefits link to basic motivations, like physiological and safety needs, and involve a desire to remove or avoid problems.

### b. Symbolic benefits

They relate to the more extrinsic advantages of product or service consumption, usually corresponding to non-product related attributes, especially user imagery. These benefits relate to underlying needs for social approval and personal expression and outer directed self-esteem.

### c. Experiential benefits

These benefits related to the feelings that can correspondent to product and non-product related attributes. These benefits satisfy experiential needs such as sensory pleasure (sight, taste, spend, smell, or feel), variety, and cognitive stimulations.

## CHAPTER 3

### RESEARCH METHODOLOGY

In conducting a successful marketing research, after defining problem identifications, it is required to develop a detailed research design. The objective of research design is to help in applying the research methodology to determine a success marketing research. Research design is a framework or blueprint for conducting the marketing research project which contains of detailed procedures to obtain the information needed to structure or solve marketing research problem (Malhotra, 2007).

A research design places the foundation for conducting the project. Thus, a good research design would ensure that the marketing research project is conducted effectively and efficiently. According to the research and objective of a research, research design is differed by exploratory research design and conclusive research design.

Exploratory research design is a type of research design which its primary objective is to provide insights into and comprehensive problem situation confronting the researcher. The use of this research requires researcher to define the problem more precisely, identify relevant courses of action, and gain additional insights before an approach can be developed. The process of exploratory research design is flexible and unstructured because formal research protocols and procedures are not employed. Also, this research design requires researcher to be more creative and alert to new ideas and insights as respondents proceed. The creativity and ingenuity of researcher plays a major role in exploratory research.

Differed with exploratory research design, conclusive research design has an objective to help in determining, evaluating, and selecting the best action to take in a given situation by testing specific hypothesis and examining specific relationship. This type of research design is more formal and structured compared

to exploratory research design. Moreover, conclusive research design is divided into two types of research, which are descriptive research and causal research.

Descriptive research has a major objective to describe of something, such as market characteristics, buying behavior, motivation of purchase, consumer behavior, consumer satisfaction, and others. There are two types of descriptive research, which are cross-sectional designs and longitudinal design. Cross-sectional design consists of collection of information from any given sample of population elements only once and longitudinal design involves a fixed sample of population that is measured repeatedly on the same variables. Then, causal research is a type of conclusive research which its main objective is to obtain evidence regarding cause-and-effect or causal relationship.

**Table 3.1 A Comparison of Basic Research Designs (continued to page 27)**

<b>Differences</b>	<b>EXPLORATORY</b>	<b>DESCRIPTIVE</b>	<b>CAUSAL</b>
<b>Objective</b>	Discover ideas and insights	Describe market characteristics or functions	Determine cause and effect relationships
<b>Characteristics</b>	Flexible Versatile Often the front end of total research design	Marked by the prior formulation of specific hypothesis	Manipulation of one or more independent variables Control of other mediating variables Experiments

Source: Malhotra, 2007

**Table 3.1 A Comparison of Basic Research Designs (continued)**

<b>Methods</b>	Expert surveys	Secondary data	Experiments
	Pilot surveys	(analyzed	
	Secondary data	quantitatively)	
	(analyzed	Surveys	
	qualitatively)	Panels	
Qualitative	Observational		
research	and other data		

Source: Malhotra, 2007

This thesis research was categorized as an exploratory study because it was using qualitative research method. The qualitative research technique used in this thesis research was ZMET (Zaltman Metaphor Elicitation Technique). In a brief previous explanation in Chapter 1, Background, this technique was more likely a metaphor analysis in which using verbal and non-verbal communication. An in-depth interview was conducted as a process to communicate with the participants. More than that, ZMET interview also used non-verbal communication which made this technique has an added value compared to other qualitative research techniques, such as Focus Group Discussion (FGD) and In-Depth Interview (IDI). The brought images, as instructed before the interview conducted, was the metaphors of consumers' thoughts and feelings about the brand of the product, in this thesis research iPad and Galaxy Tab.

### **3.1 Participants of the Research**

Defining of participants used in this thesis research was the snowball method because the author used accessibility in order to collect the participants. As the definition of snowball method, after the participant was approached individually, the participant was asked to identify other



who belongs to the target participants of interest. In this thesis research, there were no specific criteria for the participants. The criteria should be fulfilled by them are the master students of Magister Manajemen Universitas Indonesia from day and night class and the users of iPad or Galaxy Tab.

The adoption of ZMET interview in this thesis research required eighteen participants that consisted of nine iPad participants and nine Galaxy Tab participants. All the participants were master students of Magister Manajemen Universitas Indonesia. The range of age covered 20-34 years old with the same similarity who studied at MM UI. The author decided to choose master students at MM UI as the participants because they also have same similar interest about the use of tablet PC as their facility to accommodate their various activities. In addition, the other reason was about the relative same range of expenditures.

Furthermore, the numbers of participants selected were based on the journals discussing about ZMET interview that interviewed in general 16-25 participants. This thesis research referred to the previous thesis titled Mapping Cognitive Constructs In Males and Females Using ZMET Methodology: Comparing Male and Female Experience Within A Campus Ministry Organization (Sease, 2005) that used sixteen participants consisted of eight females and eight males participants. Different from the journal referred, this thesis research did not divide the participants based on the gender, but more into the brand of the products used by participants. The reason was to reach the objectives of this thesis research that were related to the sources of brand equity, so that it would be more relevant if the participants were divided based on the used brands oh the product.

### **3.2 ZMET (Zaltman Metaphor Elicitation Technique)**

“What we really think is largely hidden from us. In other words, most of what we know we don’t know we know” was stated by Zaltman (2002) in his interview with Gardiner Morse as written in Harvard Business Review titled Hidden Minds (p. 26). This quotation has become a fundamental reason of this developed research called as ZMET which is used as a research method in order to gain more information from customers about thoughts and feelings toward the product.

#### **3.2.1 Background**

Brand names have been assigned by companies to their product in order to differentiate the product from their competitors. The meaning of the brand itself is actually brand images which are composed by the image of the provider, like manufacturer, the user, and the product, itself (Coulter & Zaltman, 1994). There are also many kinds of associations evoked by brands, such as specific product attribute, customer benefits, usage situations, and other summary evaluations. Finally, according to Dobni and Zinkhan, they stated that brand image is considered as consumers’ subjective interpretation of a brand formed by marketing activities and context variables (1994).

In achieving a competitive advantage of a company in its industry, brand image has to be developed stronger and built brand equity by understanding customers’ perceptions about the product. A research should be done to collect all the data related to customers’ perceptions. Then, the most suitable research to be done is qualitative research, since all the customers’ thought could be listed which describe brand personality, brand image, and brand extension. Moreover, this type of research, qualitative research, is more likely on verbal communication in obtaining customer information. As a matter of fact, a result of communication research has been obtained that over 80 percent of all

human communication is verbal. As a result, it provides a gap between how customers think and communicate about the product and how researchers access customers' thinking.

To construct customers' thoughts, cognitive or "mental maps" is considered as a higher order in representing customers' perceptions by placing individual constructs into context. Then, it establishes a structural flow between and amongst the elements. Based on this argument, there are more developments of mental maps. The development of mental map was started as Toman (1948) adopted term "cognitive mapping" in cartography. Then, after three decades, the concept of cognitive map was introduced by Bettman (1979) in the study of consumer behavior in order to develop representations of goal hierarchies which outlined the source, structure, and flow of consumer decision making process (Sugai, 2005, p. 643). Moreover, a theory-based research framework was built for elicitation and mapping of such behaviors.

A professor from Harvard Business School, Professor Gerald Zaltman, is the creator of ZMET which is known as a patented market research tool that explores customers' subconscious mind. This research tool has developed cognitive structures. There are three critical factors derived from the natural sciences (Sugai, 2005, p. 643):

- a. 80 percent of human communication is nonverbal.
- b. Human beings think more in images than words.
- c. Metaphors are fundamental elements of human thinking.

### **3.2.2 ZMET Assumptions Relied on Other Disciplines**

Since ZMET is formed by combinations of knowledge from some disciplines, in understanding customers' thoughts and behaviors, there may be a revolutionized in the ways of acquiring customers' thinking and action toward the product (Zaltman, 1996). Therefore, there are some

assumptions or key ideas collected from other disciplines which guide ZMET:

a. Most social communication is nonverbal

In general, there is an agreement that at least two-thirds of all social meaning is exchanged nonverbally, even though estimates vary, and the results are collected by visual stimuli reaching brain. These include facial expression, physical gesture, frequency of touch, timbre, resonance, pitch, tempo, and others. Unfortunately, in fact, there are more research techniques based on literal or verbal language. This should be realized by market researcher in gaining customers' insights require a combination technique in verbal and nonverbal language effectively.

b. Thoughts occur as images

Images form thought which involve the ability to display and order images. The images are interpreted at the back of the brain and results information which moved to the brain's language centers. The ability of customers to represent the images in nonverbal, it means that they are closer to the activity in certain brain sites in which thoughts occur.

c. Metaphors are central to cognition

Metaphors are the representations of one thing in terms of another which are become the fundamental to thinking and knowing. Also, they are sort of ways to create, shape, hide, and express thoughts which can be learned from it.

d. Cognition is grounded in embodied experience

Perceptual and experiences shape the abstract thought. Metaphorical understanding and associated mental models are grounded in experience. Also, profound orienting metaphors exist

which involve various sense and the interactions should be used to probe deep thought structures.

e. Reason, emotion, and experience co-mingle

A good decision making is made by emotion and reason equally. Emotion and embodied experience are mutual dependent which cannot be separated.

f. Deep structures of thought can be accessed

All customers have relevant hidden thoughts which are the ideas that are unaware to possess but willing to share with others. Thus, ZMET uses special questioning procedure helped by customers' images to elicit the maps or models.

### 3.2.3 Objectives of ZMET

Since ZMET research displays fundamental understandings of customers by identifying a broad set of meanings, ZMET will help to understand as well the interaction of the unconscious and conscious process.

Thus, the objectives of ZMET are:

- a. To create customers' needs.
- b. To understand customers' image toward a brand, product, company, product concept and design, the use of product and experiences in purchasing the product, life experiences, consumption context, and attitude toward the business.
- c. To elicit metaphors and constructs and to establish relationships among the constructs using both verbal and nonverbal communication.

### 3.2.4 The Advantages using ZMET

In practice, there are many other techniques exist using the integration of visual imagery and metaphor with the validity and reliability. However, according to Sugai, there are four advantages hold by ZMET compared to other research techniques. They are:

- a. The integration between both structures, verbal and nonverbal communication, which contains of rich content in its resulting aggregate mental maps to represent customers' thoughts more clearly.
- b. The empowerment given to the participants by using their images and thoughts as the foundation for the resulting interview.
- c. A simple form by following a step-by-step guided interview process which is allowing for accurate replication by different research assistants and projects.
- d. Suitable for comparison and contrast study.

### 3.2.5 Phases of ZMET

In conducting a research methodology by applying ZMET, interviewer has to follow some phases started from pre-interview to develop a mental map (Sugai, 2005):

#### 3.2.5.1 Phase 1: Pre-interview

During this phase, pre-interview, 25 customers are recruited to participate in a project after being qualified, based on screening. They are given some instructions tells about the subject of the project, for example brand names, product design, product use, service concept and guidelines about the research. The participants are asked about what images could represent the topic of project or research. An example of question would

be asked is “When you think about the mobile internet, what images come in your mind?” Next, it is followed by an instruction to collect 10-12 images or pictures represent the topic. The participants may collect related pictures or images from newspapers, magazines, personal photographer, and others. The introduction related to instructions is delivered to the participants 7-10 days prior to the date of interview. Since this is a one-on-one interview, each participant would be scheduled according to his or her availability of time.

In adoption of this qualitative research technique, ZMET interview, before conducting the one-on-one interview, the author approached to each participant individually in order to explain the topic of interview, give a clear instruction regarding the images should be brought with, and arrange the schedule of interview. This invitation of interview and information delivery was done one week prior to the date of one-on-one interview so that each respondent could prepare the time, images, and themselves for one-on-one interview. Specifically, the images brought by the participants could not be closed related to the topic of the research because through ZMET it was expected to gain more information or consumers’ association came from the subconscious mind.

After approaching and explaining about the topic of the thesis research and its instructions, the author also sent form of participants’ data and some open-ended questions related to the topic of the research. The form was sent by email. On the day of the conduction of one-on-one interview, the participants were given six questions that would help to get more insights from consumers about their feel and think toward the brand of the used product. The six questions covered brand awareness questions with recall technique and user-imagery

### 3.2.5.2 Phase 2: Interview

Second phase covers interview process delivered to the participants. The process of one-on-one interview lasted for twelve days starting from November 7-11, 14-17, and 21-22, 2011. The place was taken at *Magister Manajemen Universitas Indonesia* in Room 414. The time was varieties based on the availability time of each respondent. The process of interview lasted from one to two hours for each participant.

According to the ZME interview procedures, there are ten steps that should be followed. They are:

a. Storytelling

At this step of interview, participants are given an opportunity to tell their stories by describing the content of each picture. According to Schank (1990), human communication is a story-based (Coulter & Zaltman, 1995, p. 38). Participants have already given 7-10 days before the she duke of interview which means that they have been thinking about the topic for a week even more. From the pictures brought, the participant should select 8-10 pictures which he or she think would represent the most related to the topic.

First question would be asked is “I want you to go one by one of these pictures how it would relate to the scenario or topic of the interview”. Then, it is followed by next instruction or question which is “Please select 8 to 10 pictures that you think best fit with this situation”.

b. Missed Images

At this step, interviewer asks the participant whether she or he was unable to find a picture and to describe the picture that represents topic. This is also important for interviewer in order to collect participant’s mind related to the topic which is obtained after

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gathering pictures or during the interview process. This is the question delivered to the participant, “Could you tell me about any pictures you would have liked to taken but did not?”

c. Sorting

The participant is asked to sort pictures into meaningful groups based on participant’s perceptions related to the topic. Also, participant is free to sort and categorize the pictures into some numbers of pictures in a group. This step is useful to help in establishing the major theme or construct.

These are the following instructions used in this step:

- “I am going to give you some pictures and I ask you to sort those ten pictures”.
- “Please put these pictures into groups that seem to be related to you”.
- “So, there are...groups and now I will take picture of groupings”.
- “Please tell me what this group means?”

d. Construct Elicitation

Interviewer will use Kelly Repertory Grid Technique to elicit the construct by asking the participant to identify of how two of three pictures are similar but different with third picture brought as stimuli. Also, laddering is useful to surfaces the attributes, consequences, and values which connect construct causally.

These are the following instructions given to the participant:

- “Put two together which are related and one apart”
- “Please tell me how two of these pictures are the same and how they are different from the third picture?”

e. Most Representatives

Participant is asked to indicate the most representative picture or image related to the topic.

This is the question will be asked “Please select one picture that most represents the topic given to you. Explain why this picture is most representative”.

f. Opposite Image

Interviewer asks the participant about picture that does not represent the topic. The question will be asked is “Can you find any picture that is most unlike or opposite of the topic given?”

g. Sensory Images

Interviewer will ask the participant by using senses that represents and not the topic. It could be senses or even feelings of participant. The sensors can be sight, hear, touch, feel, emotion. This is the instruction given to the participant “What is any sensory perception of feelings you have about this topic? This could include smell, touch, sounds or any other feelings”.

h. Mental Map

All the constructs that have been discussed is reviewed by drawing a map which represent the topic and find out the missing important ideas. The illustration of map is created by showing connections among important constructs. The instruction given to the participant is “This is the paper where you create your own mental map”. And followed by “Here are some of the ideas you have motivated. Please show me how these are related to each other by making groups and drawing lines”.

i. Summary Image

Summary image is created by participant using the images or pictures to express the most important issues. The question is “Please take these scissors and cut up any photos to put together a summary image (a collage) of your feeling about the topic”. Then, “I want you to cut them up and place them on the paper that creates about your feeling about this topic”.

j. Vignette

The participant is asked to make a short movie or story that helps to communicate important issue related to the topic under consideration. Interviewer may ask “If you could make a short movie that includes your important feelings about this topic, what would that movie be like?”

### 3.2.5.3 Phase 3: Transcription and Coding

In the process of this phase, the author chose context chart as a method of data analysis in this qualitative thesis research. Context chart is a method used to understand the context of data found (McGriff, p. 1). This method would be useful for the author to find out the interrelationship of data while keeping the research questions in mind. All the relative related quotations from the transcripts of interview to the topic of thesis research, brand equity, were classified and inserted to the context charting. By using this method, it helped the author to get more sense about the data, transcripts of interview. The last point should be reached was the data saturation when the author did not hear or see new information.

Next, in this phase there was also a process in which all interview transcripts were input into the specialized qualitative data analysis software package, ATLAS.ti 6.2. This is a special designed program for

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qualitative data analysis. Each transcript was assigned individual codes created to represent the thoughts and ideas outlined during each interview. In addition, the process in this phase was that the transcripts are first coded in the order that their corresponding interviews were conducted and codes were assigned to each transcript.

Next, after the coding process was completed, redundant codes were grouped into codes “family” and assigned a descriptive construct name. This process was conducted independently for each brand in order to avoid any bias in coding process and to retain the integrity of interview’s meaning. The results were compared later after code families have been created.

#### **3.2.5.4 Developing Aggregate Mental Map**

To continue the grounded approach, a construction was recorded and aggregated based on the linkages mentioned within each interview. According to Christensen and Olson (2002), the developments of map constructions were linked by one-third to one-fourth of all participants. In enhancing the comparative power of these maps, the total numbers of participants who mentioned a link are displayed in addition to the conventional approach of individual constructs (Sugai, 2005).

In adoption of ZMET interview, the author used ATLAS.ti 6.2 to help in constructing a consensus known also as mental map and used one-third of all participants in defining the most numbers of codes mentioned that later written in consensus map. The role of this qualitative software was that it helped to identify the most numbers of codes mentioned by the participants which would be used as part of the created mental map later.

At the end of the interview, the author did additional interviews to some experts from tablet PC, iPad and Galaxy Tab. The purpose of these interviews was to enrich the answers explored by the participants by observing from the experts' point of view. The author conducted two interviews to the owner of an Apple store and senior sales representative of Samsung. Particularly, the author did a syndicate interview to the sales representative of Samsung.



## CHAPTER 4

### RESEARCH RESULT ANALYSIS

A strong and valuable brand is an intangible asset which is really essential for a company because it holds an important role as a primary marketing strategic tool. There are many advantages of a strong brand which are gained by company. By building and sustaining a strong brand, company could build brand loyalty, define a premium price, have a clear differentiation compared to other competitors, and be valuable. In a long term, building a strong brand could also become a sustainable competitive advantage of its company. Also, from the customers' perspective, a strong brand would help company to give a good and clear understanding regarding brand positioning and what really needs to fulfill the promises given to the customers, including the suitable strategy asked by customers.

This research was conducted by collecting all the information regarding brand awareness, brand image, and brand association in order to be used as sources of brand equity iPad and Galaxy Tab as two top players in the market of computer tablet in Indonesia. The aim of collecting all the information as mentioned before, marketer of the company could identify the differences of customers' responses toward each brand. Those differences of customers' responses toward the brand came from the customers' knowledge about the brand or brand knowledge which were resulted from their experiences with the brand, including see, listen, and touch the brand.

As mentioned before in Chapter 2-Literature Review, that one of the advantages own strong brand equity was creating higher customers' brand loyalty. Therefore, this research would also discuss the level of customers' loyalty toward each brand.

#### **4.1 The Exploration of Sources of iPad's Brand Equity and Construction A Consensus Map**

According to the research methodology used in this research, this research used a qualitative method in order to collect information related to the topic of the research, brand equity. More than that, this qualitative method was conducted in a guidance of ZMET (Zaltman Metaphor Elicitation) to explore more from the consumers' unconscious mind perspectives. ZMET suggested ten steps of interview process that had been discussed specifically in chapter 3, ZMET. As the output of this technique, construction of a consensus map, commonly known as mental map, was required in order to draw and explore the real consumers' perceptions about the idea of the research, in this case was about brand equity of iPad and Galaxy Tab. Their individual ideas were placed into the context.

After conducting nine interviews with the users of iPad, the author collected important information and related to the topic of this research, brand equity. The transcripts of interviews were processed through two ways, manually and software. In manual way, the collection of transcripts were read through and made a charting. Charting was built through codes that were related to the sources of brand equity, in this research iPad. The aim of doing charting was to gain more common senses about the relationship of data collection and topic of the research. In addition, to support this technique, the author also used qualitative software named as ATLAS.ti 6.2. This software helped the author to collect and saturate the related information or data, especially in coding, effectively and efficiently to construct a consensus map. The results gained from both techniques were relatively same because they were collected and saturated based on the theory of brand equity.

#### 4.1.1 The Sources of iPad Brand Equity Exploration Analyzed by Qualitative Research Analysis Method

In this part, the exploration of iPad's sources of brand equity would be analyzed by applying charting that consisted of all codes and families related to the thesis research. The saturation data from the context chart technique created groups or families that were related to the sources of brand equity of iPad. The groups of families created in context chart were brand awareness, use-imagery, brand association product related, product constraints, and brand loyalty. In addition, product related brand associations covered also functional benefits. Non-product related brand associations covered symbolic and emotional benefit. The explanations of each family are listed as follows:

##### 4.1.1.1 Brand Awareness

As brand awareness is related to the strength of the brand node or trace in memory, the depth of brand awareness could be determined by the ease of brand recognition and recall. In the implementation of this research methodology, before conducting the ten steps of ZMET (Zaltman Metaphor Elicitations) interview, the author asked pre-interview questions that were related to figure out how high iPad's brand awareness was.

The technique in determining the depth of brand awareness was done by doing recognition through question "*Sebutkan lima merek komputer tablet yang terlintas di benak Anda saat ini?*" ("Please give five brands of computer tablet that appear in your mind right now?"). In fact, the answers given by the participants were varieties. There were eight participants still placed iPad on the first top list. However, only one of nine participants did not mentioned iPad on the first top rank of brand awareness. Participant No. 13, ID, said "*HP, Compaq, Sony terus ee Acer, ee apalagi ya, itu Apple*" ("HP, Compaq, Sony, then ee Acer, ee



what else, Apple”) on the line 11. Interestingly, ID mentioned iPad from Apple on the fifth ranking. In fact, ID had used iPad for more than nine months according to the respondent data given prior to the interview. The reason was influenced by other products from other brands, COMPAQ, owned by ID.

#### 4.1.1.2 Non-product Related Brand Associations

##### a. Use-Imagery

This second category or group in charting, brand personality, explained more about how the brand was associated with a human related. According to charting technique, brand personality as part of brand association which was non-product related, suggested that there were more deeply categorized in term of age, gender, occupation, and lifestyle.

The results suggested that all of them, nine participants, stated that the users of iPad were young people with the range of age 17-35 years old. *"Iya, bisa dua-duanya dan yang pasti umurnya muda yah, soalnya dia kan tergolong canggih"* (“Yes, it can be both and surely young people, because it is an advanced technology”), by Participant No. 9. WB, line 12; become the background explained why they associated the fresh age of the users was likely the advanced and developed technology used by iPad as a top player in computer tablet market. Thus, none of them stated that the users of iPad were more old people with the range of age above 35 years old.

Furthermore, instead of grouping more about the ages, most of the participants divided the personality based on occupation. Interestingly, the people who were in the range of age as mentioned before worked as businessmen and businesswomen. These included males and females too. According to the review of the interviews, reason why

iPad could be associated also with the young executives, because it met their wants and needs regarding of their working support. "*Cocok dipakainya juga anak-anak muda jaman sekarang banyak juga yang pake itu, eksekutif muda juga cocok memakainya karena itu tadi fleksibel*" ("It is suitable used by young people recently, young executives are also fit to use it because it is flexible"), by Participant No. 5, AD, line 8-9; and "*iPad dipakai untuk kebutuhan yang lain, yaitu untuk eksekutif muda yang mencari informasi dan bekerja dengan iPad, lebih mobile dibandingkan dengan laptop*" ("iPad is used to meet other needs, which is for young executives who look for more information and work with iPad is more mobile compared to use laptop"), by Participant No. 5, AD, line 13-14; were both of the arguments saying the reasons why iPad was suitable for young executives. The flexibility was pointed to the simple and portable design of iPad.

This group covered two types of styles which were really attached or closed to the people associated. They were fashion style and lifestyle describing where they usually hanged out. Neat office clothes described what types of businessmen or businesswomen used iPad. They hanged out to the 'high end' and branded malls, like *Plaza Senayan* and *Pacific Place*, where fit descriptions indicated their lifestyles. Hang out places was trying to show that iPad was associated with the people who came from middle up of social class which meant that those people had higher buying power. Living in a metropolitan city with the typical lifestyles was associated with iPad, because they were adapted easily and quickly with the advance of technology in order to update their information.

Sporty and casual were two characteristics which described how iPad performed from the consumers' point of view. The main function concerned about games supported by good application had made iPad being a casual and sporty. iPad had been called as 'house of

entertainment' as mentioned by Participant No. 2, IF, line 45; which described iPad was really fit to experience activities related to entertainment, such as downloading games, watching movies and videos, listening to music, and many more. These activities were associated as casual because people were not serious in doing so. They did entertainment activities to get some fun. In addition, a participant also declared that a young female who were smart and fashionable were matched to associate the advanced technology used by iPad.

#### b. Experiential and Symbolic Benefits

As explained before in the chapter 2, literature review, there are three types of benefits that match with consumers' wants and needs. These two benefits that would be discussed are considered as non-product related.

Experiential benefit suggested about the sensory pleasure, variety, and cognitive stimulations. The results of charting identified that visualization had taken an important role in experiential benefit. According to them, playing the games in iPad could be done without any sounds. But, they could not definitely doing their activities, entertainment and serious, in iPad without eyes. The feelings produced by using iPad had closed relationship with the design. The wider screen of iPad and more responsive compared to other brand of similar product made participants felt more comfortable in doing their activities with iPad.

Symbolic benefit could bring self-image out. Pride, exclusive, intellectual, powerful, classy, and high-class was all the extrinsic advantages of iPad that were designed to associate the individual with a group or self-image. *"Tapi kalau ipad mereka mengerti kalau ini barang keperluan keluarga, ipad ga ditaroh di kamar tapi di taroh di ruang keluarga"* ("But, they understand that this stuff, iPad, is a family need, iPad is not placed in the room, but it is placed in the

living room instead”) was a statement from Participant No. 1, FK. An explanation was that easy to use had made FK being in charged in a group of family. iPad had given a close relationship among them in the family.



**Figure 4.1 Self-Image: Ferrari (Participant No.10)**

Source: Interview Data

Differed with individual associating with a group, family, iPad also had designed with self-image as shown from Fugire 4.1 above. "*Jadi, lebih ada power dibandingkan merek lainnya, terasa lebih di atas*" ("So, it has more power compared to other brands, feels more on the top), "*Lebih high class dibandingkan dengan yang lain dan tidak 'ecek-ecek'*" ("More high-class compared to other brand and exclusive"), and "*Ada sisi eksklusif juga hanya dengan disain begini saja*" ("There is a exclusivity too in this just design") were all the statements expressed by Participant No. 5, AD, Participant No. 7, AC, and Participant No. 10, AO. Thus, as an iPad user, promote a self-image existed and was quite important.

#### 4.1.1.3 Product Related Brand Associations

First benefit was about function benefit. Back to the basic type of the product, iPad had provided an advance technology to support its product. This technology had fulfilled consumers' needs about how to solve their problem in doing their daily activities. The participants had two types of activities that were needed to be overcome by using iPad. They related to entertainment and serious activities. None of the participants did not mention about the function of iPad was basically for entertaining themselves. Downloading attractive and interesting games from the Apple Store for free or paid was parts of their activities to satisfy their personal benefits related to entertainment. While they were waiting for someone, they played some games. *"Nah, gambar ini merepresentasikan diri saya, karena apabila saya menunggu misalnya, saya bermain iPad biasanya dan bisa digunakan dimana saja, tanpa perlu jangkauan signal Wifi misalnya atau koneksi internet atau perlu colokin ke listrik, misalnya browsing atau misalnya melihat foto atau misalnya bisa mendengarkan musik dan sebagainya"* ("This picture represents myself, because whenever I am waiting for someone, I usually use iPad for playing some games and can be used wherever I go, without any WIFI signal requirement or internet connection or plug in to electricity, like browsing or seeing photos or music listening and so on") described the important role of iPad to accompany him in spending his time.

In addition, iPad did not only offer the consumers games only. More than that, iPad also gave entertainment activity through playing musical instrumentals. iPad realized that some consumers were also interested in music. So, iPad provided an interesting application which consumers could play and practice their hobby about playing music. This had been a choice for Participant No. 2, IF. He explained in the that iPad had the application and he loved to use the music application *"Lalu yang ke*

*sebelas di situ ada alat musik kan ada aplikasinya ee.. jadi nggak perlu bawa musik yang berat berat kalo dan dia bisa semuanya mulai dari gitar, piano pokoknya semua alat musik bisa dipakai* (“Then number 11, there are musical instrumentals which have their specific application ee..so we do not need to bring them all heavy and it provides everything started from guitar, piano, well, all types of musical instrumentals are available and can be played”).

Discussing about entertainment, it was not limited only to those functions; games and music. With an iPad participants could also explore more about their other hobby like editing photos. Apple, particularly iPad, had been known as its potential capability to produce good picture and bright colors. To facilitate other type of needs, iPad also provided several function benefits to consumers related to working supports. They were like browsing, making presentation, downloading some journals and e-books, reading PDFs.

Specifically, influenced by modernization era, some participants took some advantages from social networks, like Facebook, Twitter, Skype, Yahoo Messenger, MSN, to connect them and communicate with their families, relatives, and friends. They saw these media as opportunity to substitute the constraints of communication. These issues could be mentioned from the simplest one was that to substitute a shutdown battery of mobile phone to a long distance communication. By using iPad, especially iPad 2, participants could also use web camera so that they could feel closed to their relatives. This meant that entertainment activities

#### **4.1.1.4 Product Constraints**

In digging information related to the sources of iPad brand equity, the author analyzed that behind an advance device, there were some constraints owned by iPad. They were the low of pixels owned by iPad

(VGA), still a little bit difficult to enter the data, downloading some games was still confusing, uncomfortable for direct typing without using external keyboard, Safari was not support flash so that they could not watch film through Safari. These had become a concern for the participants in using iPad.

#### 4.1.1.5 Brand Loyalty

When it comes to brand loyalty, this is the term in which to determine the ultimate relationship and level of identification the consumer has with the brand. In brand equity, it comes equally to brand resonance. According to Keller, 2003, there are four categories of brand resonance. They are behavioral loyalty, attitudinal attachment, sense of community, and active engagement.

To analyze in which categories of brand resonance the participants were, the codes of brand loyalty were grouped together in a family. As a result, their quotations identified about the length of time in using iPad, how they feel about using iPad, how many product of Apple they had, and others. Discussing about the categories of brand resonance, each participant had already joint into each of them. Firstly, behavioral loyalty identified about how often the consumers purchased a brand and how much they purchased. Most of the participants had already owned other Apple products besides iPad. For example was that Participant No, 10, AO, he explained that he was an Apple family which they used many other Apple products, from iPod to iPhone. "*Karena justru dari iPad ini, saya sekarang lebih banyak membeli barang-barang dari Apple juga, walaupun sebenarnya Apple family dan aksesoris-aksesorisnya*" ("Because of iPad, I buy more stuffs from Apple, even though I actually am considered Apple family and all the accessories") was the quotation that explained how big the influence given by iPad to his buying behavioral now.

Secondly, when participants said "*Puas*" ("Satisfied") and "*Wow, ini menarik sekali. Oh, ini sangat interesting sekali*" ("Wow, this is so interesting. Oh, this is very much interesting"), they were explaining that the participants had a positive attitudinal attachment toward iPad. Participant No. 5, AD, and Participant No. 10, AO, had gone beyond having a positive attitude to viewing the brand as something special in a broader context. They had involved positive attitude through an expression of feeling that came up from their subconscious mind. These both facts of attitudinal attachment had become signs of an opportunity to build greater loyalty from the consumers toward the brand of the product.

The third category was sense of community. This category was important too to make the consumers feel affiliation with other people associated with the brand. Lomonesia was one of the Apple communities that focused on Lomo photographs. A participant, initial AK, was one of the group members who joined this community in order to deliver her hobby interested in photos. AK got great benefit by using iPad to be her favorite device in editing her photos. This was such a broader meaning of the brand to consumers. Building and maintaining relationship with consumers could create greater brand loyalty.

Last category was telling about active engagement when consumers were willing to invest time, money, energy, or other resources in the brand beyond those expended during purchase or consumption of the brand. As a matter of fact, the participants who used iPad were faced by a product constraint. This related to the expensive of applications offered in App Store. The price of applications was varieties. It started from USD 3 to USD 30. Practically, there was a solution to get them for free. They called it as Jailbreak. But, there was still a disadvantage from applying this to Apple products. It might risk the products, such as the battery would be easier diminished. More than that, interestingly, all the participants until now refused to jailbreak their iPad in order to get new



application or even upgrade its operating system. The argumentation behind this motivation was they would rather to pay more for an application than did jailbreak to their iPad. Also, some of the participants were also love to share the latest updates about games, applications, operating system, and others. Active engagement could be occurred, if strong attitudinal attachment or social identity or both were strong and existed.

#### **4.1.2 The Construction of Consensus Map of iPad**

In supporting the collection and analysis data gained from this research, the author used qualitative research software known as ATLAS.ti 6.2. The use of this software was decided after reviewing some journals explored more about ZMET (Zaltman Metaphor Elicitation Technique) interview. After conduction the interview, the record was rewritten called as transcripts of interview. The role of ATLAS.ti 6.2 was to help the author in individual coding process from the quotations of each participant more details.

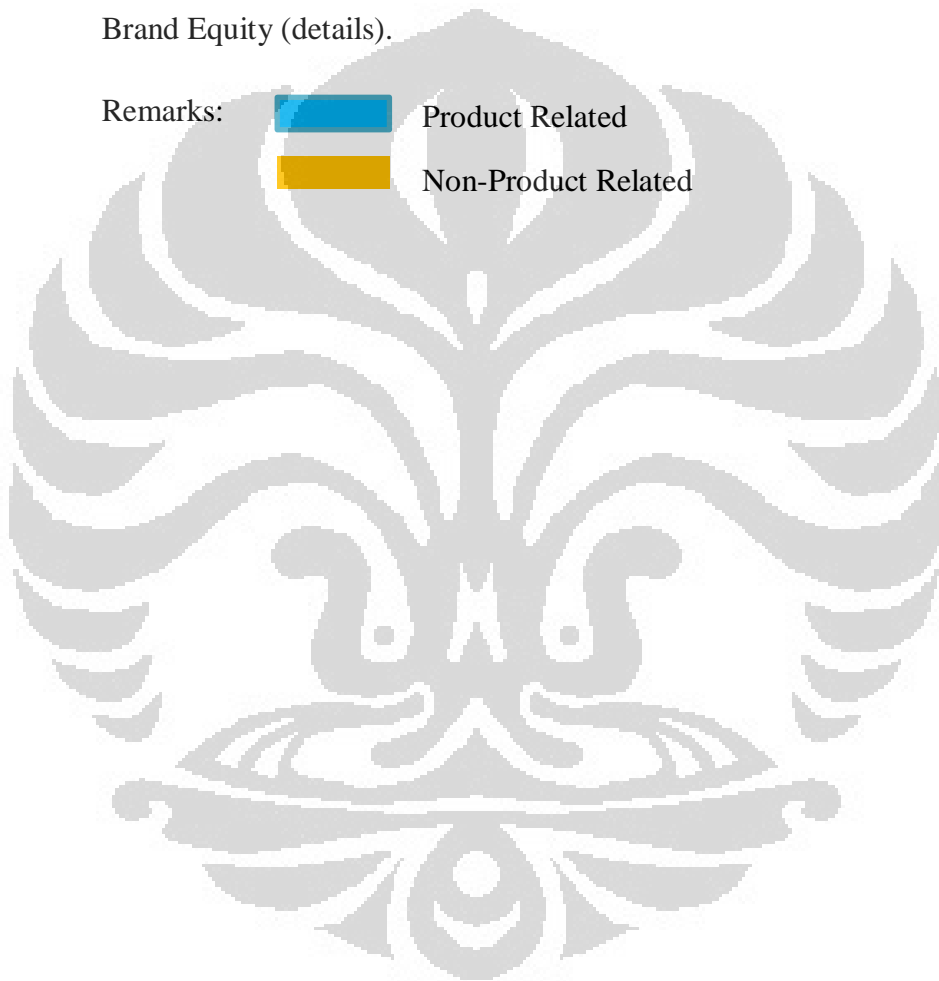
This thesis research produced five super families, which were related to the sources of brand equity itself. They were Product Related Brand Association, Non-product Related Brand Association, Function Benefits, Symbolic Benefits, and Experiential Benefits. From these super families, there was grouping of them into families which consisted of some codes in details. Codes were collected from the related quotations of each participant to the thesis research topic. The author did the saturation process differently for each participant, because each of them gave different argumentations in different feelings, expressions, and explanations.

To give a brief and clear view of the output from this thesis research, using a specific technique called as ZMET (Zaltman Metaphor Elicitation Technique) interview, there would be displayed two constructions of

mental map in details for each brand, iPad and Galaxy Tab, that drew the sources of their brand equity. In addition, the five super families as mentioned before would be symbolized by the color for each of them differently, because the mental map would display what the participants had exactly mentioned the quotes.

This is the following construction mental map of iPad sources of brand equity as drawn in Figure 4.2 Consensus Mental Map of iPad Sources of Brand Equity (details).

Remarks:  Product Related  
 Non-Product Related



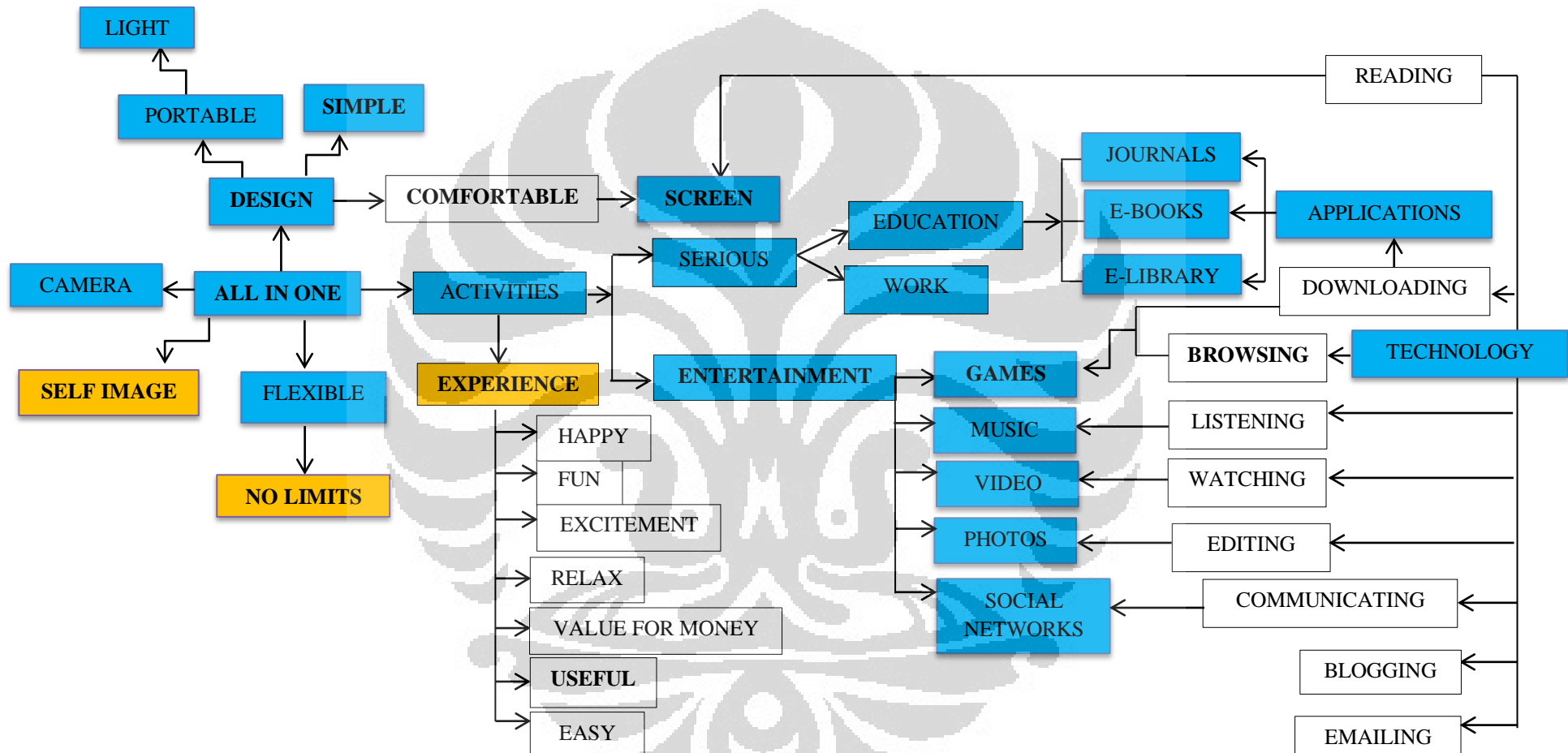


Figure 4.2 Consensus Mental Map of iPad Sources of Brand Equity (Brand Associations)

Source: Reprocessed Data

From the previous figure, it was displayed what participants actually more than just a thought about iPad as their choice in tablet pc consumption, but also about how they felt about iPad consumption. According to the participants who used iPad, only one word could describe iPad for them. And, the word was All-in-One. All-in-One was stated by them because of its perfect design; many activities can be done with iPad. Referred to its design, iPad had portable and simple design favored by the participants. Compared to other brands of tablet PC, iPad, especially iPad 2, was lighter than others. This had become the reason why participants considered iPad to be portable. They expressed the feeling of comfortable specifically, when they were reading from a wide screen provided by iPad. They even said that iPad had the most responsive screen compared to other competitors. Through the comfortable wide screen, they would be easier to do one of their favorable activities which were reading.

Furthermore, because of all-in-one, there was flexibility in the use of iPad. There were no any limits could border their activities in term of time or places. Anytime and anywhere were had successful described what they really benefited from iPad. The real example was that very often iPad could accompany them while participants were waiting for someone. *"Iya, tapi salah satunya kalo iPad bisa membunuh waktu atau LUPA WAKTU juga, karena iPad itu sendiri"* ("Yes, but one of it that iPad could kill the time or FORGET THE TIME too because of iPad itself") was mentioned by AK, Participant No. 10 to express the role of iPad for her. Back again to its flexibility, iPad could be brought along with to anywhere they want to go. No matter where the participants were, at home, public places with or without WIFI or internet connection, iPad would always facilitate and support them.

As the most basic function benefits that could be achieved by consumers was to support participants' activities. There were two types of activities done by an iPad which focused on about serious and entertainment concentrations. According to the output of count on codes summarized from nine participants, activities that more focused on entertainment were more favorable and more done by them compared to serious activities. These entertainment activities involved not only

individual, but also a group. Features of iPad that supported a lot in entertainment activities covered games, music, video, photos, and social networks. Most of them used iPad for gaming, because for them iPad has more quality in games. To support this, there were some considerations why games were their priority in using iPad. First, the participants were relatively categorized as young people, 20-25 years old, who still assumed games as media to relieve their stress, to entertain themselves. Second, iPad had a wide and responsive screen which was really comfortable to explore more games. Third reason related to varieties and attractive of games applications offered by App Store. Interestingly, most of them were willing to pay more in order to get the latest games. There were more invest in money no matter how much it would cost. Participant No. 10, AO, even said that when he purchased from the App Store and paid it by his own credit card, he got his own self-satisfaction. *“Tapi kalau kita beli dengan kertu kredit sendiri segala macem, wah sisi excitementnya saat kita memurchasenya itu dan menggunakannya dan menunggu wah update-an apalagi yang terbaru dibandingkan dengan beli bajakannya sih”* (“But if we purchase with our own credit card, we could feel the excitement especially when we purchase and use and wait for the updates compared to jailbreaks”).

After games, next entertainment facility favored by the participants was music. The basic idea of iPad was a development of an iTouch and laptop in which consumers could browse through Safari and listen to their favorite’s music at the same time. Because of this background, iPad could not be separated from its function benefit, music listening. Watching videos or films was an alternative of entertainment activity in iPad, because they could do that at home, during their long trip, at campus, at mall, or at any places quickly. Compared to watch videos from laptop, iPad was much better, since they did not have to spend more time in preparing the device support like laptop. To a certain participant, AK, she loved editing photos. iPad could accommodate her hobby by providing latest applications about cameras. Fortunately, iPad was not being a hobby facilitator only, because through iPad also she could gain more references about Lomo and she even joined a community called as *Lomonesia*. This had analyzed that it was not actually a function benefit only offered, but also more into a symbolic benefit

in which AK could state herself as part of group belonging. Share of knowledge in that community was really useful for her to update herself about photographs. Last entertainment application was social networks which had become the reason in the growth of tablet PC recently such as Facebook, Twitter, Skype, Yahoo Messenger, MSN Messenger, and MySpace. The participants could rebuild a long distance communication with their relatives and, also, sometimes using social networks could replace or complement mobile phone when they were running out of battery.

This is the following table compilation of iPad codes completed with number of participants who mentioned each codes:

**Table 4.1 Compilation of iPad Codes (Brand Associations)**

(continued to page 58)

NO.	FAMILIES	CODES	NUMBER OF PARTICIPANTS MENTIONED (n= )
1.	<b>BRAND ASSOCIATION PRODUCT RELATED</b>	ALL IN ONE	8*
		DESIGN	7*
		LIGHT	3
		PORTABLE	7
		SIMPLE	8*
		CAMERA	3
		SCREEN	5*
		TECHNOLOGY	1
		APPLICATIONS	1
		JOURNALS	1
		E-BOOKS	1
		E-LIBRARY	1
		GAMES	7*

Table 4.1 Compilation of iPad Codes (Brand Associations) (continued)

NO.	FAMILIES	CODES	NUMBER OF PARTICIPANTS MENTIONED (n= )
1.	<b>BRAND ASSOCIATION PRODUCT RELATED</b>	MUSIC VIDEOS PHOTOS SOCIAL NETWORK ACTIVITIES SERIOUS EDUCATION WORK ENTERTAINMENT READING WATCHING DOWNLOADING BROWSING LISTENING EDITING COMMUNICATING BLOGGING EMAILING	5 4 3 4 1 2 6 4 7* 3 1 3 7* 4 2 1 1 1
2.	<b>BRAND ASSOCIATION NON-PRODUCT RELATED</b>	NO LIMITS FLEXIBLE TIME PLACE	6* 1 7 6

**Table 4.1 Compilation of iPad Codes (Brand Associations) (continued)**

NO.	FAMILIES	CODES	NUMBER OF PARTICIPANTS MENTIONED (n= )
2.	<b>BRAND ASSOCIATION NON-PRODUCT RELATED</b>	NO LIMITS TIME PLACE SELF-IMAGE EXCLUSIVE HIGH CLASS POPULAR EXPERIENCE HAPPY FUN EXCITEMENT RELAX VALUE FOR MONEY COMFORTABLE USEFUL EASY	6* 7 6 1 4* 1 1 6* 1 2 2 4 3 3 8* 6 4

\*the most number of participants mentioned the brand associations

Source: Reprocessed Data

After collecting all the product and non-product related brand associations of iPad helped by using the qualitative research software, ATLAS.ti.6.2., the author analysed the result achieved by enriching the result of interview with an expert of iPad that was conducted at the end of the research.

According to the result of interview with the owner of an Apple store located at Mall of Artha Gading, East Jakarta, she agreed that consumers' mindset about

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function of iPad was for playing games only. Besides of the wider screen and more varieties of games applications offered, Ms. Indy, the owner of the store, added that iPad was the innovation product of previous Apple product which had similar functions, iPod Touch. Previous advertisement showed that iPod Touch was using to play games. She assumed this created an association of iPad with games or entertainment.

However, iPad could be explored to fulfill of other needs such as working stuffs. She described if the consumers knew how to maximize the use of iPad, then the consumers could work with more fun by using iPad. In addition, there were some assumed reasons as constraints to optimize the use of iPad related to consumers' working needs were not free and the internet connection in Indonesia was not still good enough to accommodate. It meant that consumers had to spend additional money to get those benefit applications.

In order to give a detail analysis of the most codes or product related brand associations, the author gave the table of text analysis from the number of iPad product related (Table 4.2) brand associations mentioned by participant and closed with a reduction consensus mental map iPad sources of brand equity (Figure 4.3)

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued to page 62)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
ALL-IN-ONE	AC	147	<ul style="list-style-type: none"> <li>• <i>Kalau saya merepresentasikan yah si iPad merupakan tools yang simple dan portable dan dia merupakan work stuffs yang digunakan untuk membaca jurnal dan e-book dalam bentuk soft copy dan semuanya all-in-one.</i></li> </ul>	iPad was an electronic device that can facilitate his needs of work stuffs because of its multi functions possessed such as reading some journals and e-books
		174	<ul style="list-style-type: none"> <li>• <i>Jadi, film yang apa yah ngomongnya yah all-in-one dalam fungsi</i></li> </ul>	
	AO	302	<ul style="list-style-type: none"> <li>• <i>Dan kemudian jika disuruh menggambarkan suatu asosiasi, saya melihat bahwa Ferarri itu sudah complete semuanya</i></li> </ul>	Associated with an image, participant AO viewed iPad equals to Ferrari because of its completeness.
		12	<ul style="list-style-type: none"> <li>• <i>Trus, kenapa nomor 7 saya hilangkan, karena sebenarnya nomor 7 itu adalah komplemen dari nomor 2, ibaratnya kaya satu whole image.</i></li> </ul>	

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
ALL-IN-ONE	IF	72	<ul style="list-style-type: none"> <li><i>saya anggap ini adalah koneksi saya ke dunia luar, sosial network ee.. jadi notebook ini saya bisa melakukan semuanya</i></li> </ul>	Only by using an iPad participant IF could have closed connection with the world through a social media
	WB	23	<ul style="list-style-type: none"> <li><i>Saya bisa browsing, ngecek email, segala macem di internet, dan ini sangat berguna bagi saya dalam melakukan browsing.</i></li> </ul>	There were many activities related to internet could be done through an iPad
	I	217	<ul style="list-style-type: none"> <li><i>Karena dia kan sifatnya lebih ke multimedia gitu kan...</i></li> </ul>	As a multimedia, iPad could accommodate many activities
	FE	82	<ul style="list-style-type: none"> <li><i>Kalau yang ini lebih buat multimedia juga,</i></li> </ul>	As a multimedia, iPad could accommodate many activities
	AD	84	<ul style="list-style-type: none"> <li><i>Gambar nomor 9, alasannya karena semua lengkap.</i></li> </ul>	iPad was complete

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
ALL-IN-ONE	FK	172	<ul style="list-style-type: none"> <li>• <i>Dengan adanya buku buku di sana saya bisa hanya membawa 1 I pad tapi setara dengan membawa banyak buku</i></li> </ul>	Participant FK associated iPad as a book in which he could bring many books and files only in one device
		265	<ul style="list-style-type: none"> <li>• <i>kalau orner saya asumsikan seperti sebuah tempat untuk menyimpan segala galanya, tidak hanya buku saja tapi juga artikel, tapi juga file file website, kita bahkan bisa mengcreate sendiri di situ, dan menyimpan file file yang agak unik kayak misalnya ee, file hasil wawancara ada di sini, gitu.</i></li> </ul>	
DESIGN	AC	42	<ul style="list-style-type: none"> <li>• <i>Bentuknya keren</i></li> <li>• <i>stylish</i></li> </ul>	Its design was cool and stylish
	AK	403	<ul style="list-style-type: none"> <li>• <i>Trus juga kayanya nggak terlalu berat juga, nggak terlalu ribet bawa-bawa charger juga, itu sih kalo menurut aku.</i></li> </ul>	its design was light so that easy to bring along with

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
DESIGN	AO	43 52 31 53 58	<ul style="list-style-type: none"> <li>• <i>Unik</i></li> <li>• <i>futuristic</i></li> <li>• <i>modelnya biasa banget</i></li> <li>• <i>model-model futuristic kaca,</i></li> <li>• <i>Jadi, lebih bagus dan nggak terlalu norak warnanya.</i></li> </ul>	Even though its design was quite simple, but it gave an added value to iPad because its design was more futuristic
	IF	38	<ul style="list-style-type: none"> <li>• <i>tapi dengan bentuk yang lebih handy jadi mudah dibawa kemana mana</i></li> </ul>	Its design was handy
	WB	94	<ul style="list-style-type: none"> <li>• <i>Kalau dari bentuk, dia sangat portable, sangat fleksible sekalibuat saya,</i></li> </ul>	Its design was portable and flexible
	FE	118	<ul style="list-style-type: none"> <li>• <i>praktis</i></li> <li>• <i>Kalau design dari iPad sudah bagus,</i></li> </ul>	iPad had a great design
	FK	204	<ul style="list-style-type: none"> <li>• <i>Dan kalau ukurannya lebih besar adalah suatu hal yang paling nyaman untuk membaca ipad dibandingkan dengan di iphone yang lebih</i></li> </ul>	iPad had a wided screen so that participant felt comfortable to read compared to other products from Apple

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued from page)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
DESIGN	FK		<i>kecil atau di laptop yang mesti pake keyboard dan posisinya ga bisa kita sesuaikan</i>	
SIMPLE	AC	147	<ul style="list-style-type: none"> <li>• <i>Kalau saya merepresentasikan yah si iPad merupakan tools yang simple</i></li> </ul>	It was a simple tool
	AK	253	<ul style="list-style-type: none"> <li>• <i>maksudnya SIMPLE kan tinggal dimasukkin ke dalem tas</i></li> </ul>	iPad was considered as a simple product and suitable for females because it can be put into a bag
		403	<ul style="list-style-type: none"> <li>• <i>Trus juga kayanya nggak terlalu berat juga, nggak terlalu ribet bawa-bawa charger juga, itu sih kalo menurut aku.</i></li> </ul>	
	AO	31	<ul style="list-style-type: none"> <li>• <i>modelnya biasa banget</i></li> </ul>	It was a simple model
IF	30	<ul style="list-style-type: none"> <li>• <i>paperless</i></li> </ul>	Participant felt easy to read journals or e-books from an iPad because he only needed to scroll the pages	
	38	<ul style="list-style-type: none"> <li>• <i>tapi dengan bentuk yang lebih handy jadi mudah dibawa kemana mana</i></li> </ul>		
	57	<ul style="list-style-type: none"> <li>• <i>Nggak yang harus balik-balik halaman jadi kalo satu satu tinggal di scroll kayak mau</i></li> </ul>		

Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SIMPLE	IF		<i>search subject</i>	
	WB	102	<ul style="list-style-type: none"> <li>• <i>mudah digunakan karena fungsinya dia yang touch screen nggak perlu pakai keyboard segala macem.</i></li> </ul>	Touch screen was the key of its simplicity
	I	87	<ul style="list-style-type: none"> <li>• <i>iPad itu, kayaknya uda tinggal one way gitu ngebuka film apa streaming tv show atau video, atau lagu atau video klip, atau apalah.</i></li> </ul>	iPad offered a one way to go in obtaining some actual activities such as live streaming
	FE	118 11 121	<ul style="list-style-type: none"> <li>• <i>praktis</i></li> <li>• <i>jadi, dengan iPad itu nggak ribet-ribet lagi kan</i></li> <li>• <i>tapi kan sekarang dipakai kaya e-book reader lebih simple sih sebenarnya</i></li> </ul>	Participant felt the simple of iPad in reading e-books to accommodate his needs of school assignments
	FK	253	<ul style="list-style-type: none"> <li>• <i>Ya. karena kemudahan ipad itu iphone dan ipod touch tombol yang bisa digunakan cuma satu di tengah tengah, ga perlu ribet mikirin kita mencet yang mana mencet yang mana,</i></li> </ul>	One push button can access to many applications and it was not complicated at all

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SIMPLE	FK		<i>semuanya cuma ada di sini, cuma ini aja yang perlu kita pikirkan, pun tombol yang lain ee, software software yang kita gunakan tombolnya hanya satu dua tiga empat, ga pernah serumit yang lain gitu kan</i>	
SCREEN	AK	201 208	<ul style="list-style-type: none"> <li>• <i>VIEWnya yang lebih kelihatan</i></li> <li>• <i>dengan layarnya yang lumayan dibandingin di handphone, kadang mata segala macem.</i></li> </ul>	Wider screen provided better vision
	WB	102	<ul style="list-style-type: none"> <li>• <i>mudah digunakan karena fungsinya dia yang touch screen nggak perlu pakai keyboard segala macem.</i></li> </ul>	It did not require any additional device to support his activities such as keyboard, because iPad was a touch screen
	I	70	<ul style="list-style-type: none"> <li>• <i>langsung aja tinggal ketik ketik, layarnya besar bisa dilihat, bisa sharing juga sama temen.</i></li> </ul>	Wider screen created a sharing value among the participant and his friends
	FE	27	<ul style="list-style-type: none"> <li>• <i>enak karena tampilan lebih besar juga.</i></li> </ul>	Comfortable because of its big screen



**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SCREEN	FK	67 115 204	<ul style="list-style-type: none"> <li>• <i>Yaitu kemudahan untuk membawa setipis itu, membaca selebar itu, dalam posisi yang lebih nyaman dari yang lainnya.</i></li> <li>• <i>Kan layarnya lebih besar, lebih nyaman nontonnya</i></li> <li>• <i>Dan kalau ukurannya lebih besar adalah suatu hal yang paling nyaman untuk membaca ipad dibandingkan dengan di iphone yang lebih kecil atau di laptop yang mesti pake keyboard dan posisinya ga bisa kita sesuaikan</i></li> </ul>	Wider screen and lighter design created a feeling of comfortable in using iPad especially to read compared to other electronic devices that required additional equipment such as keyboard
GAMES	AC	49 50 52	<ul style="list-style-type: none"> <li>• <i>alat untuk bermain games</i></li> <li>• <i>games-games yang dijejelin di iPad itu kan banyak banget,</i></li> <li>• <i>yang paling terkenal itu kan Angry Bird yah</i></li> </ul>	iPad had many variety of games applications and the most famous was Angry Birds

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
GAMES	AK	215	<ul style="list-style-type: none"> <li>• <i>Intinya adalah ngedownload games, main games</i></li> </ul>	Games was a common topic of conversation among them talking about the updates of games applications available in App Store
		219	<ul style="list-style-type: none"> <li>• <i>Jadi kalo pake iPad tuh kayaknya kalo lagi ngobrolin pasti nggak jauh games atau nggak sampai level berapa eh itu sih</i></li> </ul>	
	AD	11 143	<ul style="list-style-type: none"> <li>• <i>gamesnya banyak banget bisa download game</i></li> <li>• <i>Tablet games yang lengkap ya iPad.</i></li> <li>• <i>Misalnya, kalau games, itu lebih berkualitas dibandingkan dengan yang lain.</i></li> </ul>	iPad offered more qualified games
	FE	34	<ul style="list-style-type: none"> <li>• <i>Beli iPad juga karena ada alasan main games juga.</i></li> </ul>	Games was one of the reasons to buy an iPad
		86	<ul style="list-style-type: none"> <li>• <i>karena memang untuk intensitas itu lebih dipakai untuk games.</i></li> </ul>	
IF	43	<ul style="list-style-type: none"> <li>• <i>misalnya saat menunggu atau saat diam bosan ee saat saya lagi tidak ada kerjaan saya bisa maen PSP di IPAD</i></li> </ul>	Playing games in iPad could accompany the participant to release the bored condition	

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
GAMES	IF	94	<ul style="list-style-type: none"> <li>• <i>sebagai pendukung kalau kita kemana-mana ee dia kan musik, kamera, aplikasi gamesnya atau aplikasi</i></li> </ul>	iPad had more attractive applications available related to hobbies
		140	<ul style="list-style-type: none"> <li>• <i>Mostly saya melihat IPAD itu sebagai main games sebenarnya ee...</i></li> </ul>	
	WB	37	<ul style="list-style-type: none"> <li>• <i>iPad didukung oleh software-software pendukung lainnya, yaitu games, mungkin banyak sekali games di iPad dan saya sering memainkan games di iPad ini.</i></li> <li>• <i>Karena saya suka bermain games dan fungsi bermain games itu banyak sekali di iPad. Jadi, nggak bosan.</i></li> </ul>	Games offered many attractive games applications
I		75	<ul style="list-style-type: none"> <li>• <i>kalo kita lagi nunggu juga, atau kalo ga sambil main game,</i></li> </ul>	The participant was willing to pay the games applications because for him it was not expensive

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
GAMES	I	166	<ul style="list-style-type: none"> <li>• <i>ee apa kalo gamesnya itu banyak yang free juga ga semuanya pay, kalo bayarpun juga ga terlalu mahal</i></li> </ul>	
ENTERTAINMENT	AC	181	<ul style="list-style-type: none"> <li>• <i>dengerin music, menonton video, atau bermain games</i></li> </ul>	Music listening, watching video, and playing games were the entertainment activities common done in an iPad
	AK	261	<ul style="list-style-type: none"> <li>• <i>Kalo ini lebih ke funnya, seru-serua, ngame, foto RAME-RAME atau enggak lebih UMUM kalo aku ngliatnya.</i></li> </ul>	Having fun and togetherness were the feeling created by using an iPad
		342	<ul style="list-style-type: none"> <li>• <i>Kalo lagi pengen sendiri, dimana aja dan kapan aja, nah dua ini nih si PENGHIBUR.</i></li> </ul>	
	IF	41 49	<ul style="list-style-type: none"> <li>• <i>IPAD itu seperti hiburan</i></li> <li>• <i>jadinya house of entertainment</i></li> </ul>	iPad was a house of entertainment

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
ENTERTAINMENT	IF	108	<ul style="list-style-type: none"> <li>• <i>Oke mungkin dibagian koneksi internetnya karena kan kita bisa surfing internet bisa umm konek social network ee.. jadi entertain sedikit</i></li> </ul>	Social network was considered as an entertainment activity
	WB	86	<ul style="list-style-type: none"> <li>• <i>Karena ini fungsinya untuk entertainment</i></li> </ul>	The function of entertainment was supported by some features
		69	<ul style="list-style-type: none"> <li>• <i>Kemudian dari feature-featurenya sangat banyak seklai, ada untuk music, entertainment, menghasilkan suara, menghasilkan gambar juga, fungsi e-librarynya.</i></li> </ul>	
	I	148	<p><i>Apple itu ya kayaknya sangat menekankan entertainment juga di dalam devicenya.</i></p>	According to I, entertainment was enforced by Apple

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
ENTERTAINMENT	I	134	<p><i>nonton video gitu kan dari youtube gitu, itu menghibur aja sih</i></p> <ul style="list-style-type: none"> <li>• <i>Ee,, apa ya, sebenarnya sih berguna juga sih, cuman kalo saya pake ipad itu untuk entertainment untuk kalo ada waktu senggang gitu ya.</i></li> </ul>	The use of iPad for entertainment activity most of the time done during the free time
	FE	32	<ul style="list-style-type: none"> <li>• <i>music player, dan juga bisa bikin lagu juga.</i></li> </ul>	Games, music, and photos were elements of entertainment
		34	<ul style="list-style-type: none"> <li>• <i>Beli iPad juga karena ada alasan main games juga.</i></li> </ul>	
		50	<ul style="list-style-type: none"> <li>• <i>Aku kan sukanya ngerecord sama foto juga</i></li> </ul>	
AD		<ul style="list-style-type: none"> <li>• <i>gamesnya banyak banget bisa download game</i></li> </ul>	Many games applications were available	

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
BROWSING	AC	37	<ul style="list-style-type: none"> <li>• <i>suka searching.</i></li> </ul>	Browsing covered searching information
	AK	200 207 208 293 298 302	<ul style="list-style-type: none"> <li>• <i>Saat aku butuhkan untuk NGEBROWSING</i></li> <li>• <i>memang kita bisa ngebrowse apa pun, network segala macem</i></li> <li>• <i>cukup enak lah untuk browsing</i></li> <li>• <i>Yang paling sering digunakan tuh sebenarnya BROWSING</i></li> <li>• <i>Yang plaing sering emang pas dibuka itu pasti apa namanya browsing si SAFARI itu dulu.</i></li> <li>• <i>Buka ipad biasanya untuk ngebrowse, sambil nunggu pun pasti untuk ngebrowse, karena yah di browsing itu dapet info macem-macem.</i></li> </ul>	AK mostly used iPad to browse some information from Safari. In addition, browsing was the most activity done with an iPad.

**Table 4.2 Research Result Analysis of ZMET Interview (iPad Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
BROWSING	I	100	<ul style="list-style-type: none"> <li>• <i>fungsinya mirip notebook karena menurut saya disini saya bisa surfing internet</i></li> </ul>	Its function was similar to netbook in term of information searching or browsing
	WB	18	<ul style="list-style-type: none"> <li>• <i>browsing atau misalnya melihat foto atau misalnya bisa mendengarkan musik dan sebagainya</i></li> <li>• <i>iPad saya bisa browsing ke alamat website mana saja</i></li> </ul>	The information searched from an iPad was not limited to serious or work stuffs, but also for entertainment such as music

Source: Reprocessed Data from Interview Transcripts

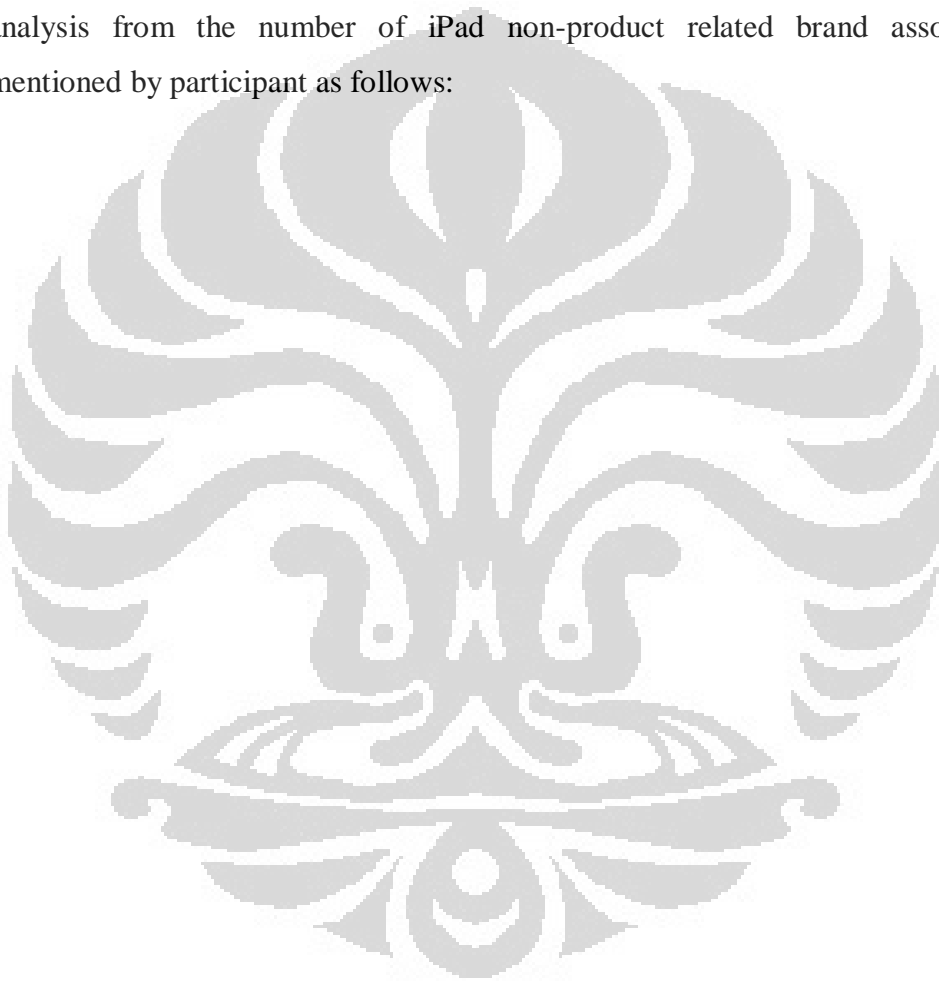


After discussed entertainment activities, participants considered iPad to help them also in finishing their activities required more concentration and serious and it could be part of education or even work stuffs. Since nine participants were full-time master students at MM UI, they realized that they needed a device to support their university assignments, such as reading some cases from journals, browsing more information related to the topic of subject discussed, e-books, to browse some libraries all over the world, and many more. To fulfill and satisfy their needs, they chose iPad to accommodate them in getting all those needs. However, it opened opportunities to finish working assignments like preparing and delivering presentations, browsing more information, and emailing. However, to get those done, participants had to download the applications required and only advanced technology could support the activities. For an innovative product like iPad, technology was really attached with it. The greatest technology performance of iPad had been proved by its ability to provide some function benefits to its consumers, such as reading e-books and journals, downloading applications, browsing information, listening to latest music, watching videos and films, capturing and editing photos, and communicating with social networks. From many function benefits offered, browsing had been number one from the codes of interviews.

Finally, when all wants and needs were fulfilled, consumers would be definitely satisfied with the brand of product. This occurred to the participants after using iPad. They were all in the level of satisfaction with having more feelings as their expression. The satisfaction was resulted from the involvement of sensory pleasure, which was visualization through eyes, and feelings. Some participants even said that playing games without any sound was still fine, but playing games without seeing was problem. Furthermore, the level of satisfaction, then, brought experience benefits felt by the participants. The expressions of their feelings about the product, iPad, created were varieties. They experienced feelings of happy, fun, excitement, and relax. *"Yah, kalo menggunakan iPad sangat mobile, saya sangat nggak khawatir kalo misalnya saya terbatas dengan tempat, jadi saya ada perasaan senang karena kemudahannya itu sih"* ("Well, using iPad is really mobile, I don't need to worry if I should be limited by the place, so I am happy

because of its easiness”) was one of the feelings described by Participant No.9, WB, how an iPad could bring a positive contribution in his daily activities and leave positive experience benefit through its value added, easiness and no limits, offered to its consumers. This is research result analysis related to the most numbers of product related brand associations mentioned by the participants.

In order to give a detail analysis of the most codes or non-product related brand associations and non-product related (Table 4.3), the author gave the table of text analysis from the number of iPad non-product related brand associations mentioned by participant as follows:



**Table 4.3 Research Result Analysis of ZMET Interview (iPad Non-product Related Brand Associations) (continued to page 79)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
NO LIMITS	AK	204	<ul style="list-style-type: none"> <li>• <i>Jadi BISA KAPAN aja dan DIMANA aja sih</i></li> </ul>	There were some important elements related to no limits. They were time, place, and people. Because of its portable and light design, participants could bring iPad at anywhere and anytime they wanted to go.
		232	<ul style="list-style-type: none"> <li>• <i>kita bisa komunikasi sama SIAPA AJA, DIMANA AJA tuh jadi lebih gampang gitu</i></li> </ul>	
		233	<ul style="list-style-type: none"> <li>• <i>fasilitas berkomunikasi secara dengan walupun jarak yang jauh</i></li> </ul>	
		253	<ul style="list-style-type: none"> <li>• <i>karena salah satunya iPad bisa dibawa dimana aja, kapan aja,</i></li> </ul>	
		265	<ul style="list-style-type: none"> <li>• <i>Kalo ini nih lebih ke anytime everywhere</i></li> </ul>	
		399	<ul style="list-style-type: none"> <li>• <i>Itu dia iPad bisa DIMANA AJA, KAPAN AJA, bis akau bawa KEMANA-MANA, bisa dengan posisi apa aja, entah di KAMAR, misalkan di KAMPUS, MAIN SAMA TEMEN, bisa SEMUANYA, bisa</i></li> </ul>	

**Table 4.3 Research Result Analysis of ZMET Interview (iPad Non-product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
NO LIMITS	AK		<i>dimana aja.</i>	
	IF	43	<ul style="list-style-type: none"> <li><i>• fungsinya sangat luar biasa bisa karena bisa in time</i></li> </ul>	Additional function felt by participant was just in time
	WB	31	<ul style="list-style-type: none"> <li><i>• iPad bisa digunakan dimana saja</i></li> </ul>	iPad could be used at any places
	I	34	<ul style="list-style-type: none"> <li><i>• ya kuliah apalagi kalo kita kerja kan komunikasi paling penting lewat email, ee jadi mm, mobile juga, kita juga mobile</i></li> </ul>	iPad could accommodate the mobility of participants daily activities supported by its portable design
		57	<ul style="list-style-type: none"> <li><i>• ya lagi di rumah, ketikan kita lagi ga ngapa ngapain atau lagi menunggu orang, atau lagi di mall</i></li> </ul>	
AD	38	<ul style="list-style-type: none"> <li><i>• Dibawa oleh orang-orang juga karena fashion, misalnya di mall-mall dan anak kecil juga sudah bawa iPad.</i></li> </ul>	In term of people and place, iPad was common used by children and found at shopping centre	



**Table 4.3 Research Result Analysis of ZMET Interview (iPad Non-product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
EXCLUSIVE	AK	275	<ul style="list-style-type: none"> <li>• <i>Kalo yang ini, yang tengah, kalo PERSONAL aku yang pakai.</i></li> </ul>	
	AO	79	<ul style="list-style-type: none"> <li>• <i>tidak 'ecek-ecek'</i></li> </ul>	
	AD	24	<ul style="list-style-type: none"> <li>• <i>Saya lebih menspesifikkan ke Dota karena bukan game yang 'ecek-ecek' karena memainkannya dibutuhkan skill.</i></li> </ul>	
EXPERIENCE	AC	136	<ul style="list-style-type: none"> <li>• <i>Mungkin mata yah, penglihatan</i></li> </ul>	Vision and voice were the most sensory contributed in experiencing an iPad for the participants
	AK	424	<ul style="list-style-type: none"> <li>• <i>Kalo mata ya bisa ngeliat lewat sebuah semini iPad yang dulu kita nggak kepikiran nih</i></li> </ul>	
	IF	170	<ul style="list-style-type: none"> <li>• <i>Mata yang paling concern dan paling besar dibandingkan indera lainnya.</i></li> </ul>	
	WB		<ul style="list-style-type: none"> <li>• <i>Mungkin paling utama adalah penglihatan dan yang kedua itu pendengaran dan yang ketiga, perasaan</i></li> </ul>	

**Table 4.3 Research Result Analysis of ZMET Interview (iPad Non-product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
EXPERIENCE	I	217	<ul style="list-style-type: none"> <li><i>Karena dia kan sifatnya lebih ke multimedia gitu kan, jadi mm, menghibur sekali, maksudnya ketika kita bersentuhan dengan ipad tu yang paling bener bener fokus ke situ kan selain tangan ya, mata dan telinga</i></li> </ul>	In addition, touch also dominated the experience of iPad
	AD	100	<ul style="list-style-type: none"> <li><i>Kalau di panca indera adalah penglihatan, karena kalau bermain games tidak pakai suara masih bisa dan games ada grafiknya.</i></li> </ul>	
COMFORTABLE	AC	40	<ul style="list-style-type: none"> <li><i>Enak sih kalo dibawa kemana-mana</i></li> </ul>	The portability created comfortable
	I	188	<ul style="list-style-type: none"> <li><i>Ee, enak sih, menyenangkan, enak</i></li> </ul>	The feeling of fun and enjoyable
	FE	16	<ul style="list-style-type: none"> <li><i>lebih nyaman.</i></li> </ul>	More comfortable to use rather than other electronic device like netbooks

**Table 4.3 Research Result Analysis of ZMET Interview (iPad Non-product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
COMFORTABLE	FK	109	<ul style="list-style-type: none"> <li>• <i>tapi tetap saja kenyamanan dalam menggunakan browser ini yang membuat saya memilih bahwa I pad itu cocok sekali untuk digunakan browsing</i></li> </ul>	The comfortable in using iPad, especially for browsing, was created because of the wider screen compared to previous Apple products such as iPhone and iPod Touch
		115	<ul style="list-style-type: none"> <li>• <i>Kan layarnya lebih besar, lebih nyaman nontonnya</i></li> </ul>	
		204	<ul style="list-style-type: none"> <li>• <i>Dan kalau ukurannya lebih besar adalah suatu hal yang paling nyaman untuk membaca ipad dibandingkan dengan di iphone yang lebih kecil atau di laptop yang mesti pake keyboard dan posisinya ga bisa kita sesuaikan.</i></li> </ul>	

Source: Reprocessed Data



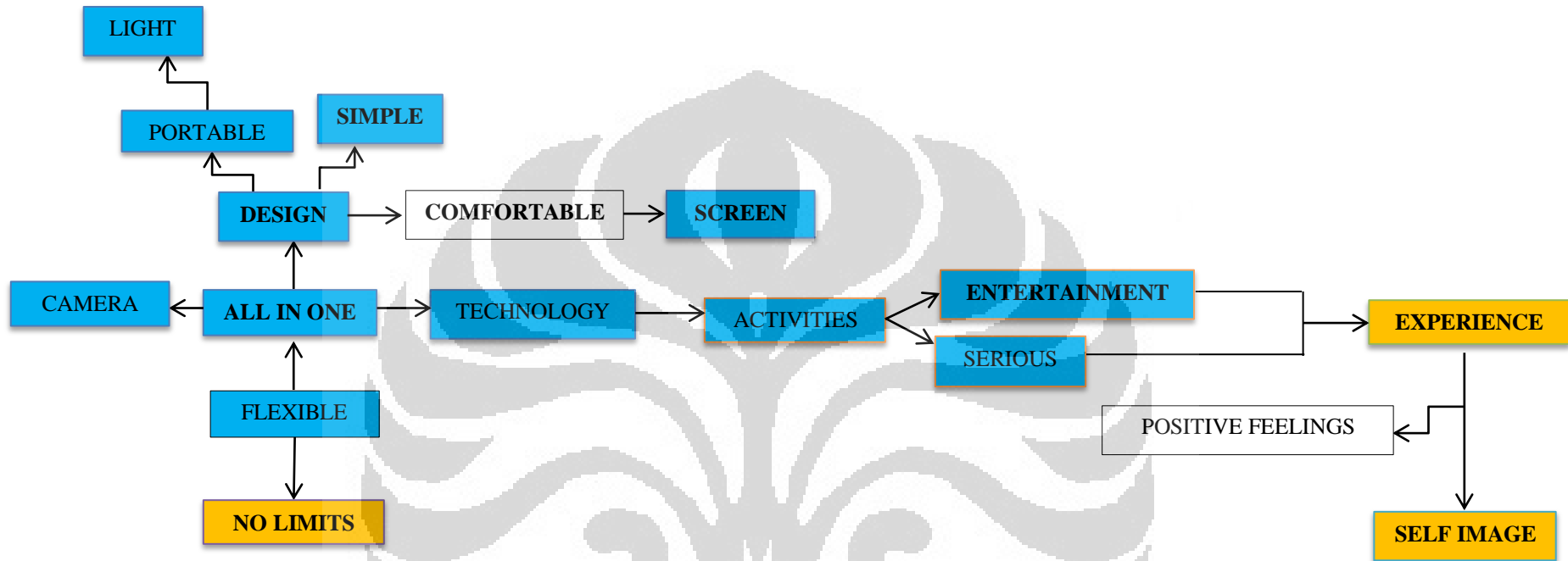


Figure 4.3 Reduction of Consensus Mental Map of iPad Sources of Brand Equity

Source: Reprocessed Data

#### **4.2 The Exploration of Sources of Galaxy Tab's Brand Equity and Construction A Consensus Map**

According to the research methodology used in this research, this research used a qualitative method in order to collect information related to the topic of the research, brand equity. More than that, this qualitative method was conducted in a guidance of ZMET (Zaltman Metaphor Elicitation) to explore more from the consumers' unconscious mind perspectives. ZMET suggested ten steps of interview process that had been discussed specifically in chapter 3, ZMET. As the output of this technique, construction of a consensus map, commonly known as mental map, was required in order to draw and explore the real consumers' perceptions about the idea of the research, in this case was about brand equity of iPad and Galaxy Tab. Their individual ideas were placed into the context.

After conducting nine interviews with the users of Galaxy Tab, the author collected important information and related to the topic of this research, brand equity. The transcripts of interviews were processed through two ways, manually and software. In manual way, the collection of transcripts were read through and made a charting. Charting was built through codes that were related to the sources of brand equity, in this research iPad. The aim of doing charting was to gain more common senses about the relationship of data collection and topic of the research. In addition, to support this technique, the author also used qualitative software named as ATLAS.ti 6.2. This software helped the author to collect and saturate the related information or data, especially in coding, effectively and efficiently to construct a consensus map. The results gained from both techniques were relatively same because they were collected and saturated based on the theory of brand equity.

#### **4.2.1 The Sources of Galaxy Tab Brand Equity Exploration Analyzed by Qualitative Research Method**

In this part, the exploration of Galaxy Tab's sources of brand equity would be analyzed by applying charting that consisted of all codes and families related to the thesis research. Codes were saturated from original transcripts. Results of saturation from the manual technique created groups or families that were related to the sources of brand equity of Galaxy Tab. The groups of families created in a charting were brand awareness, use-imagery, product constraints, and brand loyalty. The explanations of each family are listed as follows:

##### **4.2.1.1 Brand Awareness**

According to the results of charting as part of qualitative research analysis method, Galaxy Tab was not Top of Mind awareness by consumers. There were found some of the Galaxy Tab participants did not mention Galaxy Tab on the top of the five brands of computer tablet. In fact, they mentioned it on the second or even not mentioned at all. Some of the reasons were they also owned other products from Apple (iPhone or iTouch) and they got the tablet for a gift. Based on this fact, they had previous experiences with competitor products, Apple, so that they would be easier to compare those two brands of product. Also, the achievement of the product as a gift made Galaxy Tab was not on the top of mind because the participant actually preferred to have iPad instead of Galaxy Tab.

##### **4.2.1.2 Non-product related brand associations**

In this part, the author would identify the use imagery based on the result of interviews and other benefits covered non-product related, which were experiential benefits and symbolic benefits.

a. Use Imagery

According to the results of charting technique with saturation method included, most of the participants explored Galaxy Tab as a businessman who worked in the office. The person was an adult people with mature age around 25-30 years old. The person drawn in this exploration preferred to hang out individually or in a smaller group compared to iPad use imagery. The person had characteristics down to earth but a little bit extroverts. The person is flexible.

b. Experiential Benefit and Symbolic Benefit

The experiential benefits felt by participants were easy, user friendly, fun, relax, and useful. Those feelings were experienced through vision (eyes) which had big involvement in experiencing Galaxy Tab. Moreover, the use of Galaxy Tab created experiential benefits such as knowledgeable, exclusive, executive, and country of origin. There were some participants showed some pictures that described knowledgeable. The main point of the picture was that they were trying to tell that nowadays people needed more information to be updated and smart. Thus, they brought a picture showed a palm with a world on top of it. From the picture, they wanted to explain that by using Galaxy Tab, they could be more updated and closed in touch with the world.



**Figure 4.4 Symbolic Benefit: Holding the world  
(Participant No. 8 and 17)**

Source: Interview Data

The small design of Galaxy Tab created a symbolic benefit for a female participant, because she associated with feminine. The product really fitted in her bag. Also, she felt that holding a Galaxy Tab was more suitable for females compared to hold other brand. Last, Korea as country of origin Galaxy Tab was associated by the participants because of its parent brand, Samsung. According to Participant No. 6, GW, she mentioned that Samsung was the best brand of product electronic in Korea. Thus, she associated Galaxy Tab with Korea.

#### **4.2.1.3 Product Related Brand Associations**

Discussing about product related, the associations would be closed related to the activities, design, and technology of the brand related to the product. From the interview results, there were some associations had majority numbers. They were design, simple, serious, education, journals, e-books, video, communicating, and USB port. Most of the participants used Galaxy Tab for serious activity that related to fulfill their education needs. Some of them used Galaxy Tab to read journals and e-books. They felt comfortable when they were using Galaxy Tab to help them in supporting their activity. More than that, Galaxy Tab

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participants preferred to use it for entertainment activity too like watching videos. Last, this association had become an added value for Galaxy Tab because it was the product differentiation compared to other brand, like iPad. This feature was USB port that made their life easier in transferring data.

#### **4.2.1.4 Product Constraints**

From the interview results, it was found that some of the participants faced some product constraints. They were the sensitive and water marked screen, slow responsive, limitation of application referred to adult people and some of the applications were restricted by region. Some of the participants felt those constraints occurred because of the experimental or unfocused technology in innovation. According to Participant No. 18, FA, mentioned that Samsung, Galaxy Tab, really depended on the feedback from the market. As a result, there were so many rapid changes in innovation of Galaxy Tab. Unfortunately, this had negative impacts to consumers' loyalty toward Galaxy Tab. Also, it would make consumers confused because of the fast development in new product of tablet pc.

#### **4.2.1.5 Brand Loyalty**

Brand loyalty or brand resonance as built in CBBE pyramid was the final achievement in building strong brand equity. Since this research used qualitative method, the analysis would be based on the results of interview transcripts from nine Galaxy Tab participants. From the three categories of brand resonance, some of the Galaxy Tab participants reached attitudinal attachment as explained before in experiential benefit after using Galaxy Tab. However, some of the participants, Participant No. 17 and 18, reached the last category of brand resonance, which was

active engagement. Both of them had invested their money and time to purchase this product. Participant No. 17 had invested his time to queue for almost eight hours in order to get the product.

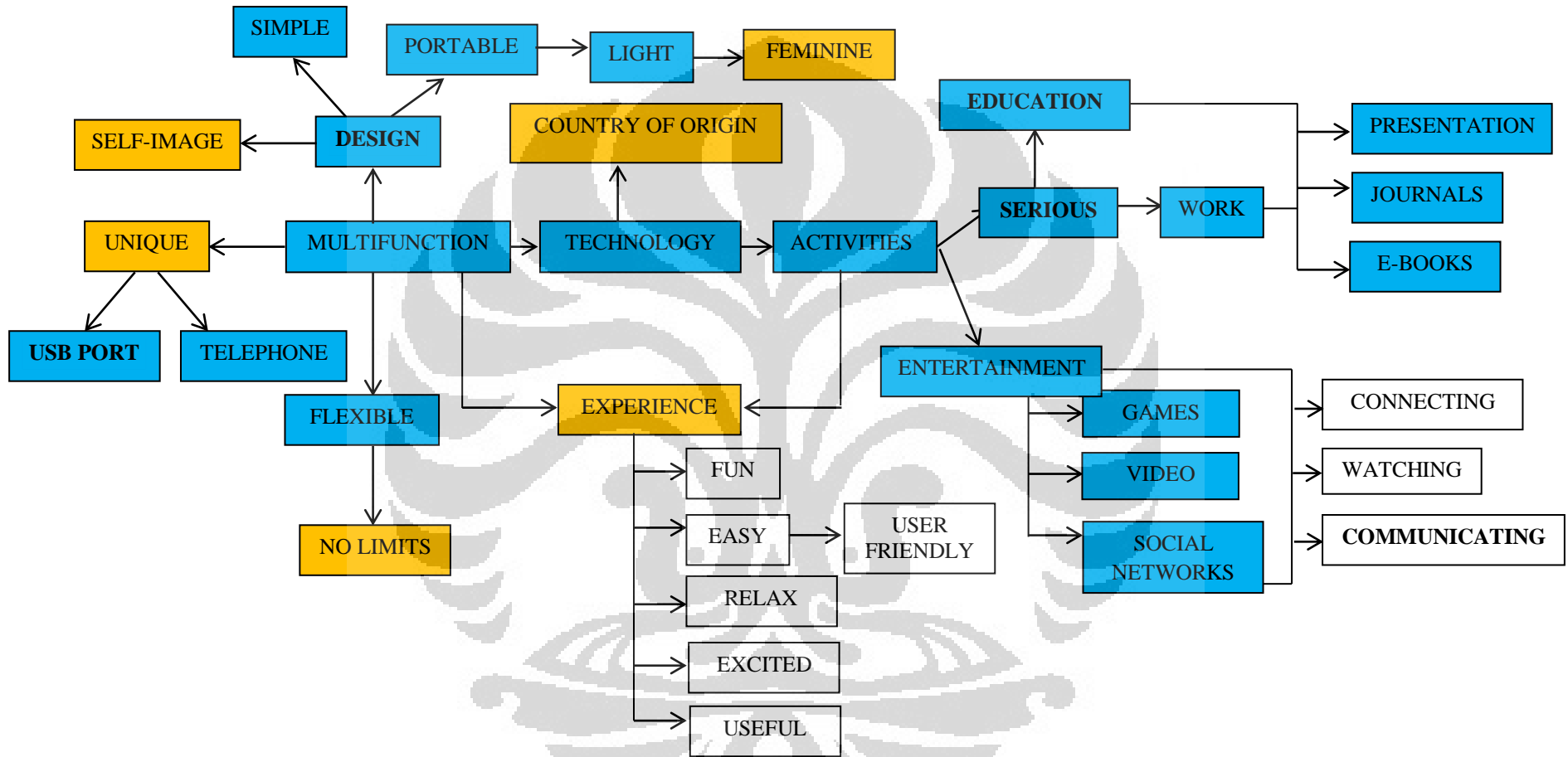
As a matter of fact, most of the participants were considered less brand loyalty to Galaxy Tab because they were willing to switch to other brands, especially iPad. As mentioned before about the product constraints of Galaxy Tab had triggered them to switch other brands. This meant that level of their satisfaction toward the brand was less.

#### 4.2.2 The Construction of Consensus Map of Galaxy Tab

Similar to the analysis process of iPad sources of brand equity before, it ran qualitative software called as ATLAS.ti 6.2. The purpose of running this software was to help the author in individual coding process from the quotations of each participant more details. The results of running ATLAS.ti 6.2 were two families, consisted of product related brand associations and non-product related brand associations. In the second family, there were also three super families related to three categories achieved by participants from the brand, Galaxy Tab, experienced. This description later on would be displayed by a mental map construction of sources of Galaxy Tab brand equity. This mental map was gained from the ZMET interview process to nine Galaxy Tab participants were the master students at MM UI.

This is the following construction mental map of Galaxy Tab sources of brand equity drawn in Figure 4.5: Consensus Mental Map of Galaxy Tab Sources of Brand Equity (Brand associations)

.Remarks:  Product Related  
 Non-Product Related



**Figure 4.5 Consensus Mental Map of Galaxy Tab Sources of Brand Equity**

Source: Reprocessed Data



The explanation of Figure 4.3: Consensus Mental Map of Galaxy Tab Sources of Brand Equity (details) was started from how nine participants of Galaxy Tab saw Galaxy Tab as a device that was multi functions. The backgrounds why they assumed Galaxy Tab as a multi-function device were related to two categories of brand associations as part of sources of brand equity. In addition, the explanation of this figure would go along together between product related brand associations and non-product related brand associations.

First association that would be discussed and stated in the figure was design. Design of the product was favorable by the participants because of its portability and simplicity. Galaxy Tab was assumed as a portable device because, according to the participants, they would easily bring this device to anywhere at any time they would like to go. Still related to portable, they chose this brand too because of the weight of this brand. This was so light for them. In the development of this product, Samsung had been produced several types of Galaxy Tab. One of the products produced was smaller in size compared to other series and even to its competitor, iPad. The product was Galaxy Tab series 7.0. This small design had been chosen by Participant No. 16, ET, even described the reason because the design fitted in women' bag including her bag. *“Yang pertama muat di tas dan yang kedua lebih ke cewek-cewekan aja”* (First, it fits in my bag and, second, it is more feminine) and *“kalo yang ini yah lebih ringkes dibawa kemana-mana dan lebih cewek”* were her descriptions stated in the line 44-47.

From the interview, there were some self-images resulted. They were exclusive, executive, normal person (not geek), and unique. Because of the simple and portable design created by Galaxy Tab, there was self-image appeared from this product. Exclusive and executive were the image assumed by the participants. This related to the characteristic of consumers associated with Galaxy Tab. Most of the participants associated the users of Galaxy Tab were adult people, mature age, 25-30 years old, businessmen and businesswomen, down to earth, and still willing to explore something

new. The applications offered in Android market was more supporting the working needs of business people. In addition, Participant No. 18, FA, stated a reason why he finally decided to purchase Galaxy Tab was because he avoided being geek. According to him, going to the campus and bringing many books would be looked like a geek. *“Sebenarnya awalnya sih karena gue butuh tablet karena gue males bawa-bawa kertas kayaknya geeks banget”* (“Actually, at first why I need tablet because I am not interested to bring papers looked like very geek”). So that he finally bought the product and he found many benefits like paperless. It was not only useful, but also easy for him to accommodate his daily activities. Last self-image was being unique. A Participant No. 6, GW, argued that she purchased Galaxy Tab because she wanted to be different among others. GW was a person who did not want to own common stuffs like others. Thus, she bought Galaxy Tab because it was different among its competitors. Telephone, Short Message sending (SMS) or text message, and USB port were the special and specific features built in and available in Galaxy Tab. The function benefit achieved by the participants was communication. They could be faster and easier to communicate with others by using its feature. *“Soalnya saya biasanya nggak suka pakai barang yang orang lain banyak pakai. G. Tab itu kan nggak banyak orang pakai., mangkannya saya pakai G. Tab dan dia bisa buat telfon, walaupun agak aneh juga sih”* (“Because I usually do not want to use a product that is really common. There are not many people who use it, so I use G. Tab and it can be used to make a phone call, even though it is a little bit awkward”). Another reason was that only Galaxy Tab provided fit SIM card inserted into the Galaxy Tab. Talking about USB port also helped the participants to transfer data easier.

Benefit that was provided to participants was the flexibility in place and time. According to them, most of the time they brought Galaxy Tab along with, while they were waiting for someone. Specifically, some of the participants worked too. In fact, they were faced by many assignments from their university, which meant that they did not have enough time to finish them all during the weekdays. So, they often finished their assignments

during weekends, like Participant No. 18, FA, said that the present of Galaxy Tab was really useful for him to complete his assignments which was usually done on Saturday or Sunday. He did not mind to bring his Galaxy Tab to the mall. Most of his assignments were in PDF form which could be read easily and more comfortable through a Galaxy Tab.

This brand performance as a multifunction device could be produced because of the technology that supported Galaxy Tab. There was a connection between technology with country of origin, Korea. Country of origin has been one of the non-product related brand associations appeared from the interview with Galaxy Tab participants. Parent brand of Galaxy Tab was Samsung that was made in Korea. This was a strong perception because they declared that the best brand of electronic device in Korea was Samsung. This was her statement regarding country of origin "*Karena kita tahu sendiri Samsung adalah produk nomor 1 dari Korea*" ("Because we all know that Samsung is number 1 product from Korea").

Back to the supporting technology, Galaxy Tab could accommodate and facilitate participants in completing their activities that covered serious and entertainment activities. Serious activities included work and education; and entertainment included playing games, watching video or film, communicating via social networks. Reading journals and e-books were education activities and emailing was working activities.

While the participants were using Galaxy Tab, they experienced many positive feelings like fun, easy, relax, excitement, and useful. Through their visualization, eyes, they were able to enjoy the experience in using Galaxy Tab and have positive feeling. These had shown that the supporting technology had met and satisfied participants' needs in facilitating and completing their activities. To help in giving a clear view about the sources of Galaxy Tab brand equity related to brand associations product and non-product related, this is the following of the consensus mental map as drawn in figure 5.3.

Table 4.4 Compilation of Galaxy Tab Codes (Brand Associations)

(continued to page 96)

NO.	FAMILIES	CODES	NUMBER OF PARTICIPANTS MENTIONED (n= )
1.	<b>BRAND ASSOCIATION PRODUCT RELATED</b>	MULTIFUNCTION DESIGN PORTABLE LIGHT SIMPLE TECHNOLOGY SERIOUS ENTERTAINMENT WORK EDUCATION PRESENTATION JOURNALS E-BOOKS GAMES VIDEO SOCIAL NETWORKS WATCHING CONNECTING COMMUNICATING TELEPHONE USB PORT	4 7* 5 5 6* 3 5* 3 3 5* 2 3* 3* 1 1 1  1 1 2* 2 3*

Source: Reprocessed Data

**Table 4.4 Compilation of Galaxy Tab Codes (Brand Associations)****(Continued)**

<b>NO.</b>	<b>FAMILIES</b>	<b>CODES</b>	<b>NUMBER OF PARTICIPANTS MENTIONED</b> (n= )
<b>2.</b>	<b>BRAND ASSOCIATION NON-PRODUCT RELATED</b>	SELF-IMAGE EXCLUSIVE EXECUTIVE KNOWLEDGABLE NO LIMITS FLEXIBLE EXPERIENCE EASY USER FRIENDLY FUN RELAX EXCITED USEFUL UNIQUE FEMININE COUNTRY OF ORIGIN	5* 2 1 1 4* 2 6* 4 2 8* 2 2 2 2 2 4*

\* The most codes mentioned by participants

Source: Reprocessed Data

This is research result analysis related to the most numbers of product related brand associations Galaxy Tab mentioned by the participants.

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
DESIGN	AN	110	<ul style="list-style-type: none"> <li>• <i>bentuknya yang ergonomis ee dan simple</i></li> <li>• <i>keinginan membeli pertama karena dia dari desain produknya, cukup sophisticated ringan layar sentuh</i></li> </ul>	Ergonomic and simple design were the reasons to buy Galaxy Tab
	AM	253	<ul style="list-style-type: none"> <li>• <i>karena lebih ringan, satu, lebih compact, lebih apa namanya nggak makan banyak tempat.</i></li> </ul>	The qualifications of design preferred by the participant were light, more compact, and simple
	BP	102	<ul style="list-style-type: none"> <li>• <i>Bisa aja dari karakter produknya, lebih kecil dibandingkan dengan iPad.</i></li> </ul>	Smaller than other similar product of tablet PC
	GW	50	<ul style="list-style-type: none"> <li>• <i>karena dia kan yang terakhir itu sudah sangat tipis banget dan mulai menyerupai iPad</i></li> <li>• <i>Iya bisa buat baca, lebih enak buat baca pake G. Tab dibanding dengan iPad, karena ukurannya lebih pas.</i></li> </ul>	Galaxy Tab had slimmer design and more suitable size to read compared to other product of tablet PC

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
DESIGN	GW	171	<ul style="list-style-type: none"> <li>• <i>Disainnya yang menurut aku bagus dan sizenya menurut aku cukup, karena pada zamannya cuman G. Tab yang muat masuk tas perempuan</i></li> </ul>	Good design and size matched with women fashion such as bags so that it was easy to carry on
	FA	11	<ul style="list-style-type: none"> <li>• <i>CANGGIH kali yah. Trus, yah multifungsi, fleksibel, mudah dibawa kemana-mana.</i></li> </ul>	Because it was multifunctional, then Galaxy Tab was flexible and portable.
		22 31	<ul style="list-style-type: none"> <li>• <i>Karena kalo Samsung Galaxy kan SEDERHANA banget</i></li> <li>• <i>Dia itu kan katanya LIGHTER, lebih tipis dibanding kalo dulu kan iPad 2 belum keluar.</i></li> </ul>	
ET	43	<ul style="list-style-type: none"> <li>• <i>Nah kalo yang dua ini lebih berhubungan sama kenapa aku pilih Tab yang kecil, bukan Tab yang besar,</i></li> </ul>	Perfect size for women bag	

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
DESIGN	ET		<i>karena muat di tas.</i>	
	FA		<ul style="list-style-type: none"> <li>• <i>praktis</i></li> </ul>	It was more practice
SIMPLE	AN	111	<ul style="list-style-type: none"> <li>• <i>Ee, karena mm simple dalam arti ee untuk pemakaian mobile data kita tidak perlu capek capek untuk mencari sim card yang mini sim card atau memotong simcard yang telah ada karena chip untuk simcard itu sendiri sama kayak sdi handphone handphone yang telah ada.</i></li> </ul>	The SIM card of Galaxy Tab, as an important element of tablet PC, was mini and simple
	AM	253	<ul style="list-style-type: none"> <li>• <i>karena lebih ringan, satu, lebih compact, lebih apa namanya nggak makan banyak tempat.</i></li> </ul>	Lighter, more compact, and practice were the descriptions of simple possessed by Galaxy Tab
	GW	171	<ul style="list-style-type: none"> <li>• <i>Disainnya yang menurut aku bagus dan sizenya menurut aku cukup, karena pada zamannya cuman G. Tab yang muat</i></li> </ul>	Still, design and size were more suitable for women



**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SIMPLE	GW		<i>masuk tas perempuan</i>	
	FA	35	<ul style="list-style-type: none"> <li>• <i>Cuman dia kayaknya nggak terlalu ribet kaya iPad</i></li> </ul>	Not complicated compared to other brand of similar product
	ET	43	<ul style="list-style-type: none"> <li>• <i>Nah kalo yang dua ini lebih berhubungan sama kenapa aku pilih Tab yang kecil, bukan Tab yang besar, karena muat di tas</i></li> </ul>	Perfect size
	FA		<ul style="list-style-type: none"> <li>• <i>praktis</i></li> </ul>	Practice
SERIOUS	AM	259	<ul style="list-style-type: none"> <li>• <i>Akhirnya baca korannya via WEB nya itu dan mereka ada APLIKASI nya sendiri. Jadi nggak harus buka browsernya.</i></li> </ul>	AM used Galaxy Tab to read newspaper directly form the application installed in her tablet PC. It gave her benefits in term of time efficiency and accessible at any places. Besides newspaper, she used to browse some journals related to her education stuffs
		288	<ul style="list-style-type: none"> <li>• <i>Kalo barang-barang ini, eh gambar ini, itu lebih ngerepresentasiin sesuatu yang sifatnya FORMAL</i></li> </ul>	
		289	<ul style="list-style-type: none"> <li>• <i>Kayak tadi kan gunananya buat baca</i></li> </ul>	

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SERIOUS	AM		<i>Koran, internetan tapi biasanya untuk Wikipedia, buku yang sifatnya jurnal.</i>	
	BP	119	<ul style="list-style-type: none"> <li><i>Saya untuk kerja, saya bisa dapet informasi lebih cepat dari email, akses informasi lebih cepat dari internet, trus bisa juga untuk kuliah cari informasi dari internet segala macem, kirim-kirim tugas ke sesama anggota kelompok.</i></li> </ul>	To support his working needs, Galaxy Tab helped him in accessing information faster and sending assignments to support his education needs
	FA	140	<ul style="list-style-type: none"> <li><i>Saya lebih make untuk email, buat ngetik, buat baca-baca artikel, baca-baca e-book, jarang unutk entertain.</i></li> </ul>	The primary use of Galaxy Tab was for checking emails, reading articles and e-books
	FA	154	<ul style="list-style-type: none"> <li><i>Disini lo bisa pergunakan untuk kerja, dapet ilmu, bikin presentasi, baca buku</i></li> </ul>	More than that, it supported to gain more knowledge, making presentation, and many more activities related to serious activities

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SERIOUS	FA		<i>dan segala macam</i>	
	WD	38 39	<ul style="list-style-type: none"> <li><i>Kadang-kadang saya pakai juga untuk bikin slide dan sebagainya</i></li> <li><i>Disini ada presentasi saya kadang-kadang menggunakan pula untuk melakukan presentasi ke orang mungkin secara informal misalnya di restoran dihadapan 5-6 orang</i></li> </ul>	Galaxy Tab really helped them in making some presentations and slides. Also, it could be a helpful media to give a short and informal presentation
EDUCATION	AN	95	<ul style="list-style-type: none"> <li><i>kalau galaxy tab itu memang cocok untuk buku buku atau e book ebook seperti itu.</i></li> </ul>	Perfect to read e-books
	AM	227	<ul style="list-style-type: none"> <li><i>Akhirnya baca korannya via WEB nya itu dan mereka ada APLIKASI nya sendiri. Jadi nggak harus buka browsernya</i></li> </ul>	Reading newspaper to support campus assignments

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
EDUCATION	BP		<ul style="list-style-type: none"> <li>• ...<i> kirim-kirim tugas ke sesama anggota kelompok</i></li> </ul>	Sharing assignments to other colleagues
	FA	140	<ul style="list-style-type: none"> <li>• <i> Saya lebih make untuk email, buat ngetik, buat baca-baca artikel, baca-baca e-book, jarang untuk entertain.</i></li> </ul>	Articles and journals were closed to education needs
	FA	57	<ul style="list-style-type: none"> <li>• <i> ...buat kerja bikin tugas kuliah kan kalo bawa laptop capek tuh berat banget</i></li> <li>• <i> Lebih ke added value yang paling berguna untuk kampus yah</i></li> </ul>	More likely to support camous stuffs. In addition, sometimes Galaxy Tab can replace laptop

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
JOURNALS	AM	291	<ul style="list-style-type: none"> <li>• <i>Kayak tadi kan gunananya buat baca Koran, internetan tapi biasanya untuk Wikipedia, buku yang sifatnya jurnal.</i></li> </ul>	Wikipedia was one of the most websites accessed related to education
	FA	67	<ul style="list-style-type: none"> <li>• <i>Baca-baca internet lebih enak disini atau kadang kan kalo gue lagi jalan, tugas disini banyak banget kan, nggak perlu ngeprint cukup gue taruh di sini dan bisa gw highlight-highlightin, gue kasih komen, dan file PDF nya cukup ngebahas ini dan kalo ada apa-apa tinggal gue highlight dan gue tulis-tulis apa</i></li> </ul>	Galaxy Tab accommodated FA needs to complete his assignments without any constraints of time (weekend) and place (cafes). The good benefit was that he could do more than just reading, but also marking the PDF
E-BOOKS	AN	95	<ul style="list-style-type: none"> <li>• <i>kalau galaxy tab itu memang cocok untuk buku buku atau e book ebook seperti itu.</i></li> </ul>	Perfect device to read e-books
	FA	66	<ul style="list-style-type: none"> <li>• <i>Gue baca e-book lebih enak di sini jelas</i></li> </ul>	More comfortable to read e-books

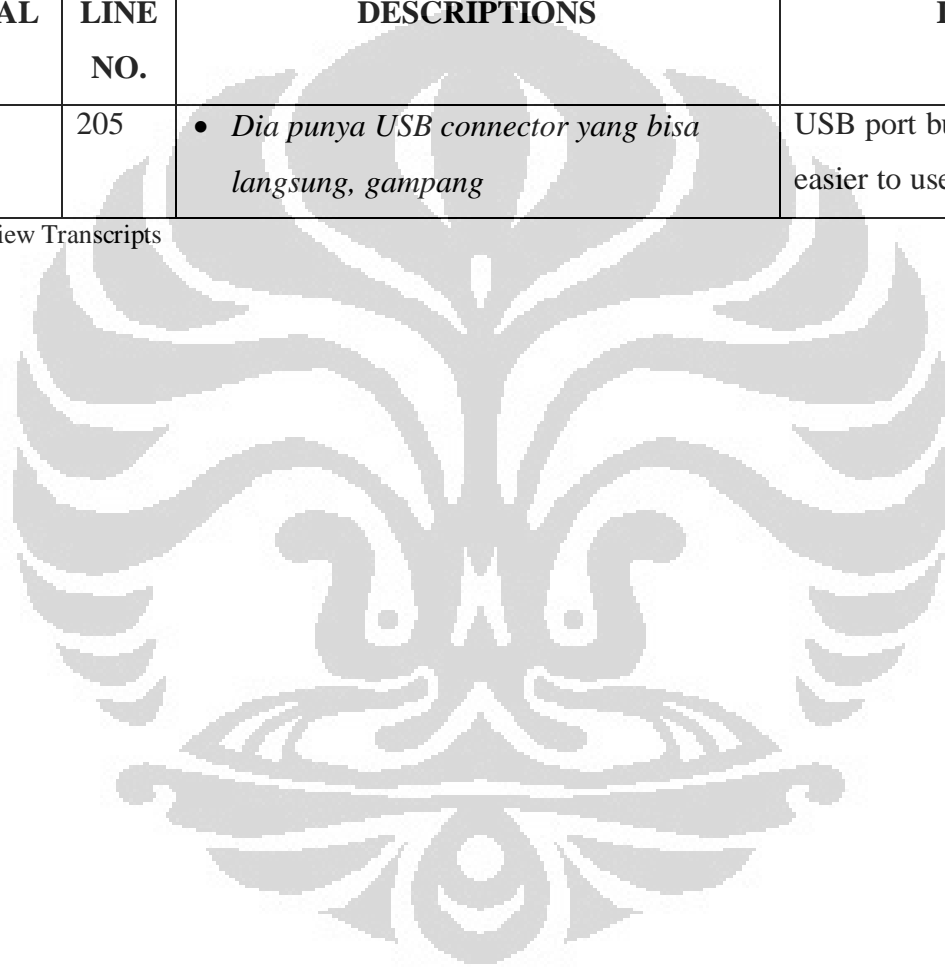
**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
COMMUNICATING	FA		<ul style="list-style-type: none"> <li>• <i>Trus ini gambar dunia maksudnya dengan tablet seakan-akan bisa berkomunikasi dengan dunia melalui web itu dimana aja.</i></li> </ul>	Besides browsing, participant could communicate with the world through accessing social media networks
	WD	27	<ul style="list-style-type: none"> <li>• <i>kalo ini pilih handphone karena lebih fungsi video call kayak Skype, nggak mesti Skype, Yahoo Messenger kita bisa berkomunikasi melalui Galaxy.</i></li> </ul>	Skype and Yahoo Messenger were the media to communicate using video call installed in Galaxy Tab
USB PORT	FA	34	<ul style="list-style-type: none"> <li>• <i>Trus, ya saya liat di iklannya, dia bisa masuk <u>koneksi USB TANPA HARUS SUSAH</u> meskipun perlu konektor juga sih.</i></li> </ul>	The unique point offered by Galaxy Tab in transferring data
	FA	102	<ul style="list-style-type: none"> <li>• <i>Mereka banyak yang menawarkan kayak bahkan dengan harga murah, mereka bisa nawarin kaya USB portnya</i></li> </ul>	Many other tablet PC compete with Galaxy Tab

**Table 4.5 Research Result Analysis of ZMET Interview (Galaxy Tab Product Related Brand Associations) (continued)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
USB PORT	PR	205	<ul style="list-style-type: none"> <li><i>Dia punya USB connector yang bisa langsung, gampang</i></li> </ul>	USB port built in Galaxy Tab was faster and easier to use

Source: Reprocessed Data from Interview Transcripts



By giving the text analysis gained from the interview transcripts particular for product related brand associations of Galaxy Tab, the author would later show the analysis of non-product related brand associations of Galaxy Tab mentioned by most participants. Referring to previous chapter 3 Research Methodology, the author conducted an interview with an expert from Galaxy Tab. The result of interview said that most of the consumers who came to the outlet of Samsung looked for the supporting of their working stuffs. This interview had given the same research result that Galaxy Tab was mostly used to support their working or more serious activities. The difference was that because of the participants were master students, so their serious activities related to facilitate their education needs such as reading journals and e-books.

In addition, there was also interesting result saying that the benefit of using Galaxy Tab was in the design of SIM card inserted into the Galaxy Tab. Difference with other brands of the similar product, tablet PC, its design of SIM card was the same SIM card used for a mobile phone. There was no need to cut it into small piece. It gave definitely an efficient benefit for the consumers. Moreover, according to the expert of Galaxy Tab source of interview, the rapid innovation delivered by Samsung especially in tablet PC did not make the consumers who came to the outlet of Samsung dissatisfied. In fact, they even added new collections of Samsung Galaxy Tab series. In contrast with the interview result with participants, most of them were not happy with the rapid innovation given by Samsung.

Finally, the author displayed the text analysis of the most codes or non-product related Galaxy Tab brand associations (Table 4.6) mentioned by participants and closed by the figure of reduction consensus mental map of Galaxy Tab sources of brand equity (Figure 4.6).



**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations) (continued to page 109)**

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
SELF-IMAGE	AN	111	<ul style="list-style-type: none"> <li>• <i>Ee, saya merasa kalau produk Samsung ini lebih cantik dibandingkan produk lainnya yang sejenis</i></li> </ul>	AN described Galaxy Tab as pettier than other similar prodcuts
	BP	23	<ul style="list-style-type: none"> <li>• <i>Kalau ini kan gambar lambang Ferrari</i></li> </ul>	Ferrari described the completeness
	GW	279	<ul style="list-style-type: none"> <li>• <i>Dia selalu ada,karena ya itu dia mau nunjukkin saya adalah produk yang akan menyelesaikan masalah Anda</i></li> </ul>	Galaxy Tab was a problem solver product
	ET	36	<ul style="list-style-type: none"> <li>• <i>kita juga bisa jadi orang yang lebih punya knowledge, karena knowledge itu kan penting</i></li> </ul>	Knowledgable was important to describe the image (Symbolic) of someone in a social community
	FA	12 17	<ul style="list-style-type: none"> <li>• <i>Elegan, stylish, new comer, huge</i></li> <li>• <i>Easygoing</i></li> </ul>	The image

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
EXPERIENCE	AM	376	<ul style="list-style-type: none"> <li>• <i>Ehm, mata kayanya. MATA sih kalo untuk direpresentasikan</i></li> </ul>	To reach the satisfaction in using Galaxy Tab, experiential benefit is important to achieve for Ech participant. This experiential benefit is closed related to the sensory. As the result, vision and touch were the most sensory dominated in experiencing Galaxy Tab
	BP	125	<ul style="list-style-type: none"> <li>• <i>Kalau di panca indera adalah penglihatan, karena kalau bermain games tidak pakai suara masih bisa dan games ada grafiknya.</i></li> </ul>	
	GW	159	<ul style="list-style-type: none"> <li>• <i>Karena kita banyak menggunakan mata dalam menggunakan G. Tab</i></li> </ul>	
	FA	26	<ul style="list-style-type: none"> <li>• <i>Galaxy saya beli dari PERTAMA KALI DILUNCURIN di Indonesia. SAYA KAN IKUT ANTRI dari jam 8 sampai dengan jam 3</i></li> </ul>	

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
EXPERIENCE	FA	193	<ul style="list-style-type: none"> <li>• <i>Kalo panca indera apa yah? yah mungkin sentuhan kali yah. Kulit. Yah karena itu tinggal slide slide, agak lebih mendekati kali yah.</i></li> </ul>	
	ET	109	<ul style="list-style-type: none"> <li>• <i>Mata. Karena ya sama kaya nonton TV sih yang paling penting mata.</i></li> </ul>	
	FA	190	<ul style="list-style-type: none"> <li>• <i>Penglihatan. Karena dengan itu lo bisa melihat lebih banyak.</i></li> </ul>	
NO LIMITS	AM	178	<ul style="list-style-type: none"> <li>• <i>ENGGAK. Biasanya malah kalo seandainya di KAMPUS, kalo nggak ada kerjaan, NONTON. Atau misalnya lagi NGOPI, trus nonton. Emang DISEDIAIN WAKTUNYA gitu</i></li> </ul>	

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
NO LIMITS	BP	12	<ul style="list-style-type: none"> <li>• <i>Jadi dengan Galaxy Tab itu saya bisa megang dunia, saya bisa tahu apa yang terjadi di seluruh dunia.</i></li> </ul>	To define this association, no limits, it is described that this association relates to the unlimited of time and place in using Galaxy Tab. Because of the supports from its design, participants can bring Galaxy Tab everywhere and anytime they need to facilitate their needs such as entertainment and serious activities.
		13	<ul style="list-style-type: none"> <li>• <i>Saya bisa lihat peristiwa-peristiwa terbaru di seluruh dunia.</i></li> </ul>	
		87	<ul style="list-style-type: none"> <li>• <i>Biasanya produk yang bermutu tinggi pasti bisa memenuhi apa namanya target kan bisa memenuhi informasi di seluruh dunia kan.</i></li> </ul>	
	GW	67	<ul style="list-style-type: none"> <li>• <i>Lebih kepada aku kan mobile yah, kalo lagi jalan kita nggak bawa agenda, nah dia itu pengganti agenda saja.</i></li> </ul>	

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
NO LIMITS	FA	67	<ul style="list-style-type: none"> <li>• <i>Baca-baca internet lebih enak disini atau kadang kan kalo gue lagi jalan, tugas disini banyak banget kan, nggak perlu ngeprint cukup gue taruh di sini dan bisa gw highlight-highlightin, gue kasih komen, dan file PDF nya cukup ngebahas ini dan kalo ada apa-apa tinggal gue highlight dan gue tulis-tulis apa</i></li> </ul>	



**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
COUNTRY OF ORIGIN	AN	104	<ul style="list-style-type: none"> <li>• <i>Terus yang ini no 3, ee, ketika saya mendengar kata Samsung langsung saya terpikir bahwa Samsung ini dibuat di negara korea, eem dan saya merasakan korea ini lagi booming boomingnya dalam memasarkan negaranya baik segi dari segi teknologi maupun dari segi memasarkan negara pariwisata</i></li> </ul>	<p>This is a unique association relates to Galaxy Tab because Korea as its country of origin appeared. The reason why Korea was mentioned by the participants was Samsung is believed the number one electronic device brand in Korea. Thus, they aware to Kore as a closed association to Galaxy Tab which has Samsung as its parent brand.</p>

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
COUNTRY OF ORIGIN	GW	35 36	<i>sekarang sih, aku pecinta Korea.</i> <ul style="list-style-type: none"> <li>• <i>Karena kita tahu sendiri Samsung adalah produk nomor 1 dari Korea</i></li> </ul>	
	ET	56	<ul style="list-style-type: none"> <li>• <i>Harusnya sesuatu yang berbau Korea sih</i></li> </ul>	
	PR	86	<ul style="list-style-type: none"> <li>• <i>Trus kalo untuk processor dan lain-lain, ehm, kan satu made in Korea</i></li> </ul>	
FUN	PR	130	<ul style="list-style-type: none"> <li>• <i>Kalo ini buat fun aja, karena gue seneng banget buat main games cuman Angry Birds aja.</i></li> </ul>	The feeling of fun in using Galaxy Tab relates to the entertainment activity like playing games
	FA	200	<ul style="list-style-type: none"> <li>• <i>Yah kalo hubungan emosional yang paling berkesan itu yang ANTRI itu, karena saya seumur-umur NIAT untuk membeli barang sampe antri ya ITU.</i></li> </ul>	Fun also relates to the emotional maintained in using Galaxy Tab. For FA, the experience of queuing in order to get Galaxy Tab was really fun for him and unforgettable



**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

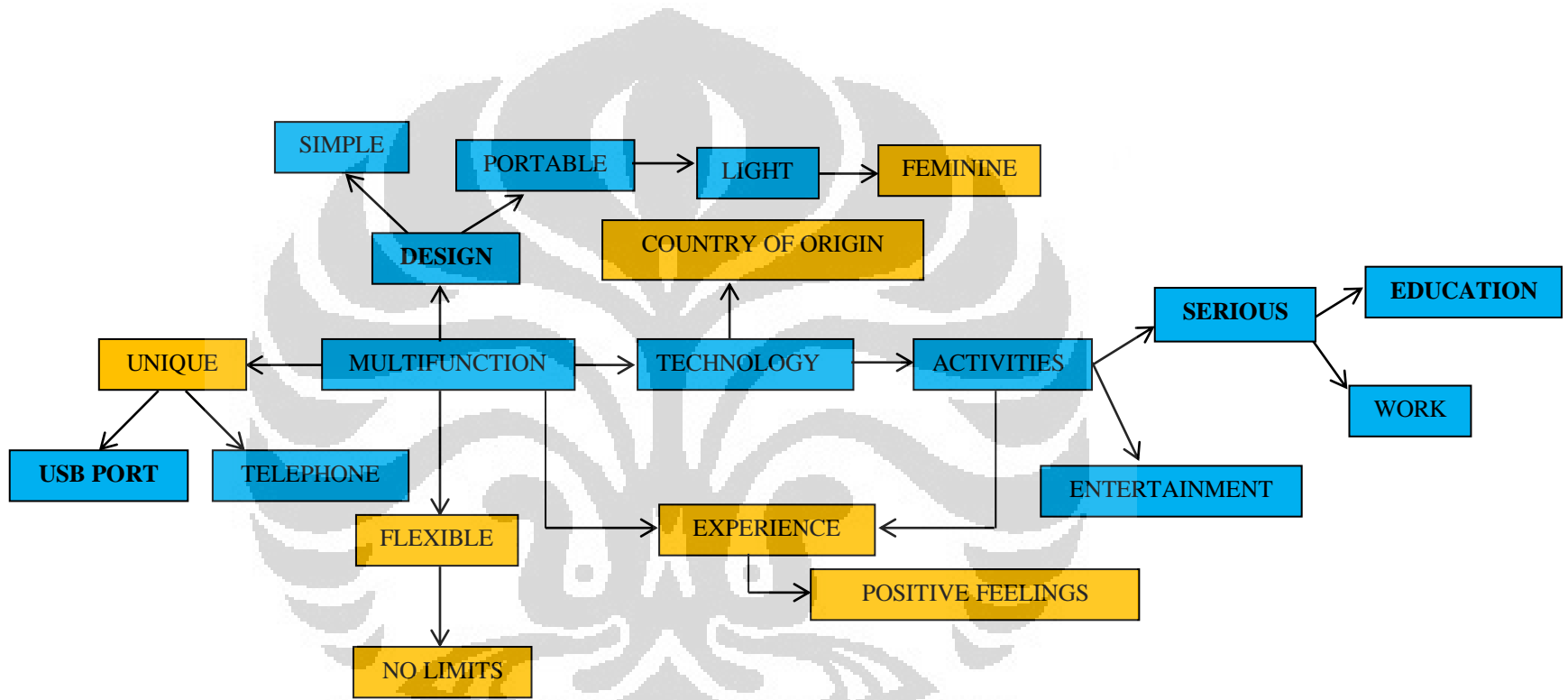
(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
FUN	GW	156	<ul style="list-style-type: none"> <li><i>Kalau aku kasih numeric, 1-10, rasa senang aku terhadap G. Tab itu 8 lah, ibaratnya pengisi waktu luang.</i></li> </ul>	The definition of fun is also to explain its use during the free time
	AN	405	<ul style="list-style-type: none"> <li><i>produk galaxy tab yang diluncurkan ee, kemudian saya merasa senang karena berarti ada kemungkinan produk tablet bisa dikonsumsi tidak hanya sebatas itu</i></li> </ul>	There is an expectation to explore the use of Galaxy Tab
	FA	124	<ul style="list-style-type: none"> <li><i>Ini, gambar nomor 2 dan 7, mencerminkan fun. Yah dengan adanya si tablet-tablet ini, Galaxy Tab, mungkin lo bisa bermain dimana pun. Seakan-akan itu adalah your theme park, your entertainment device. Trus balik lagi</i></li> </ul>	The summary image described the feeling of fun shown was a theme park that described the feeling of fun gained during the use of Galaxy Tab.

**Table 4.6 Research Result Analysis of ZMET Interview (Galaxy Tab Non-product Related Brand Associations)**

(continued)

CODE	INITIAL	LINE NO.	DESCRIPTIONS	INTERPRETATION
FUN	FA	215	<p><i>kesini. Tiga ini maksud gue adalah Hey, disini adalah suatu yang fun, tapi bukan berarti mainan lho.</i></p> <ul style="list-style-type: none"> <li><i>Ibaratnya lo punya value yang ditawarkan adalah lo bisa fun</i></li> </ul>	More than that, Galaxy Tab provided more than games or entertainment to create the feeling of fun. Applications relate to serious activities can also create fun because they accommodate the needs of participants
	AM	377	<ul style="list-style-type: none"> <li><i>Jadi BENER-BENER ngebuat saya untuk bisa melihat sesuatu.</i></li> </ul>	The ability to open AM's mind by collecting all information from Galaxy Tab has created the feeling of fun
	BP		<ul style="list-style-type: none"> <li><i>Puas.</i></li> </ul>	Satisfaction



**Figure 4.6 Reduction Consensus Mental Map of Galaxy Tab Sources of Brand Equity**

Source: Reprocessed Data

### **4.3 The Comparison of Sources of Brand Equity**

After analyzing each sources of brand equity from each brands, iPad and Galaxy Tab, the author would compare them to find out the strengths of each brand. This is really important to identify for marketer so that marketer knows exactly what the most suitable marketing strategic to compete with other competitors is. This part would discuss the strengths from each brand based on the sources of brand equity which are brand awareness and brand associations. Specifically, brand associations would be deeper discussed that are based on product and non-product related. Moreover, to identify the strengths of sources of brand equity from each brand, the comparison would be analyzed based on the richness of associations appeared and how the participants expressed their associations.

#### **4.3.1 iPad Has The Top of Mind Awareness**

Discussing about TOM (Top of Mind) relates a lot with the awareness of consumers toward the brand of the product. This thesis research was explored by qualitative method that referred to the implementation of ZMET (Zaltman Metaphor Elicitation Technique) interview. The interview was conducted to eighteen participants. They were split up into two groups, nine participants of iPad users and other nine participants of Galaxy Tab users.

After collecting and analyzing the transcripts of interviews, it was found out that inconsistency occurred to those both groups. The inconsistency was defined when a participant did not mention he or her brand of product used on the top of five list of tablet PC brands that the participants know. Also, because the author did the research only to these two brands, iPad and Galaxy Tab, so inconsistency would be limited only those two brands.

In fact, almost all of the iPad participants mentioned and placed iPad on the first rank of the tablet PC brands list. There was only one iPad participant mentioned other brand, not Galaxy Tab, on the top of the list because the participant had had already the brand of the product longer than iPad. In term of time experiential was longer and created higher brand loyalty to the brand of the product. However, interestingly, some of the Galaxy Tab participants still mentioned iPad as the first brand of tablet PC that they knew. And, Galaxy Tab was mentioned on the second rank. The reasons behind this fact was that one of the participants got Galaxy Tab as a present or gift and she was also products from Apple like iPhone. These reasons affected her awareness to Galaxy Tab because she had experienced before with products from competitor, Apple, that meant she would be easily to compare those two brands. Also, since she got it as a gift, there was no investment in time or money in order to achieve it. To support this argumentation, she added that she got an offer to switch with iPad, but she refused. The reason was that she wanted to know how great this brand, Galaxy Tab, would be. This argumentation tried to explain that right in her subconscious mind, she actually wanted an iPad as her tablet PC. Next, Participant No. 6, GW, also mentioned iPad on her first list. The reason behind this statement was that she actually owned two tablet PCs, iPad and Galaxy Tab. Thus, she surely mentioned iPad as her first brand of tablet PC.

This data means that iPad has higher brand awareness compared to Galaxy Tab. This is proved that consumers really know iPad as the leader in tablet PC market positively. The higher brand awareness of a brand would affect the strengths of brand associations either product related or non-product related.

#### 4.3.2 The Comparison of Product Related Brand Associations of Two Different Tablet PC Brands, iPad and Galaxy Tab

According to the richness of associations owned by iPad, the research result said that iPad had more product related brand associations more than Galaxy Tab product related brand associations. iPad had 31, Table 4.1, associations and Galaxy Tab had 21 associations, Table 4.2, product related. From the number of product related brand associations owned by iPad, there were several associations such as all-in-one, design, simple, screen, games, music, and entertainment. In addition, product related brand association owned by Galaxy Tab most mentioned were design, simple, serious, education, journals, e-books, communicating, and USB port.

As an all-in-one device, with an advance of technology, iPad could accommodate and facilitate participants' daily activities including serious and entertainment. Even though the design of iPad was simple, but in fact its simplicity had made iPad associated strongly. One push button was one of the simplicity created in the design of iPad. The simplicity was really closed with black sweater that was always worn by Steve jobs, the inventor. The simplicity, in fact, showed the elegant of iPad. The argumentation was supported by Participant No. 10, AO, who said *“Sebenarnya dia nggak perlu modelnya macem-macem, kaku sih tapi sebenarnya justru ini membuat orang gampang untuk langsung terpikirkan. Mangkanya waktu saya melihat iPad yang modelnya biasa banget dan kaku banget, tapi justru dibalik kekakuannya itu menjadi nilai tambah buat dia juga”* (“Actually, its model or design doesn't need to be complicated. It might be no art, but this is actually what makes people easily to think direct. Thus, when I saw iPad with its simple design and no art at all, but behind those, it becomes an added value for iPad”). He was trying to say that the simplicity of iPad's design had become an added value for iPad, because consumers would associate directly to iPad. Thus, iPad was still the Top of Mind awareness.

Next, iPad was strongly associated by its screen as product related because nothing could compare its screen's performance. Compared to other brands in similar category of products, tablet PC; iPad had the most responsive screen ever. Up to now, there were no complaints received regarding screen issue. Its wide screen had supported the participants to play games, to read journals or e-books, to watch films, to make video call made them feel comfortable.

Based on the research result, the most associated activity with iPad was entertainment activities and games had placed the most associated activity in entertainment. "*jadinya house of entertainment*" ("it is house of entertainment"), mentioned by P2, IF, line 51, and "*Apple itu ya kayaknya sangat menekankan entertainment juga di dalam devicenya*" ("Apple emphasizes entertainment in its device"), mentioned by Participant No. 13, ID, line 159; were the supporting argumentations to explain why entertainment was strongly associated with iPad. More than that, iPad was also supported by varieties, the latest and easy accessibility games applications in App Store. And, the explanations from the most iPad participants regarding the use imagery of iPad was saying that iPad was suitable for young people with the range of age 17-25 years old, casual, and still concerned about games rather than serious activities. Therefore, iPad was really strong associated with games and entertainment.

However, unlike iPad, Galaxy Tab had less product related brand associations. They consisted of design, simple, serious, education, and USB port. Still, simplicity of design had always been strongly associated with tablet PC, Galaxy Tab, because consumers still needed the basic function of tablet PC instead of the style of its design. Differed with iPad, Galaxy Tab was associated with serious activity which was education. The reason was most of Galaxy Tab participants were master students at MM UI who still needed a device to help them finishing their assignments. Reading journals and e-books were common activities done

by the participants. Last, USB port was the only feature built-in in the Galaxy Tab. This had become strong association product related because participants could transfer data as part of needs in education.

#### **4.3.2.1 Entertainment Activities of iPad Association Compared to Serious Activities of Galaxy Tab Association**

There were some created families related to product related brand associations. One of them was types of activities usually done by the participants in using tablet PC, iPad or Galaxy Tab. The author grouped the activities into entertainment and serious activities. According to the types of activities, entertainment was stronger product related associations for iPad participants. It was affected by brand attributes that described all the supporting features of iPad in doing entertainment activities. Particularly, games applications were already attractive and update. iPad had successfully proved to the consumers and its competitors that they were the number one in entertainment, especially games. Angry Birds was success to become the most famous games among tablet PC market. More than that, through attractive entertainment owned by iPad, iPad participants loved to share the updates of the games in iPad. For them, sharing and togetherness were the personal value created through games. It meant that brand benefits had also contribution in constructing product related brand associations of iPad, especially in entertainment activities. *"Kalau yang kedua lebih ke psikologisnya dimana iPad sebagai sesuatu dari sisi psikologisnya adalah bisa untuk sebagai sesuatu yang privacy, bisa juga dipakai buat seru-seruan rame-rame"* ("The second one is more into the psychological sight in which ipad can be used as a privacy stuff, but also can be used for fun together or collective"). That was a quote taken from the transcripts of participant no. 15 expressed that iPad had also brand benefit for herself in giving value of sharing or togetherness too.



Compared to types of activities product related brand associations owned by Galaxy Tab, doing serious activities, especially education, was more stronger product related associations compared to entertainment activities. According to the brand attributes as factor facilitating the strength of brand association, Galaxy Tab was supported by the applications available in Android market focused on the serious activities, such as reading journals and e-books, making presentation. Discussing about the characteristics of Galaxy Tab participants, they were not full of master students. Some of them also worked in a company. However, the use of Galaxy Tab gave more contributions in facilitating their education activities like completing assignments. Even though there were also games applications, they used more relatively for completing their assignments related to education.

#### **4.3.2.2 Screen of iPad Association Compared to USB Port of Galaxy Tab Association**

As part of features group, screen was the strongest product related brand association among other codes, such as camera. Based on the favorability of associations, screen had fulfilled consumers' desirable from a tablet PC. Because touch and vision were the most sensory images used by participants in operating their tablet PC including iPad, the participants expected a comfortable tablet PC to support their activities with iPad. In fact, unlike other brands of tablet PC, iPad had the most responsive touch screen and wider screen so that the participants or consumers felt comfortable in using iPad. Thus, screen was promoted as the favorability of product related brand associations especially in features.

Compared to iPad, Galaxy Tab had other features that were not had by iPad. USB Port and Telephone were the features that might be proud by Galaxy Tab. These two features had clearly shown that they were the uniqueness of Galaxy Tab product related brand association, even though

USB Port was the most favorable association compared to telephone. Still related to the previous product related association based on types of activities, education, USB Port had been helped participants to transfer data easier.

#### **4.3.2.3 Browsing of iPad Association Compared to Communicating of Galaxy Tab Association**

In this part, the author would like to compare product related brand associations of two different tablet PC brands, iPad and Galaxy Tab, based on the functional benefits achieved by the participants of each brand. Browsing was stronger product related brand association in terms of functional benefits among others because iPad had good and fast web browser which was Safari. All of the participants described that browsing had been always done in iPad, even though they did browsing not only for serious things, but also for fun or entertainment.

Compared to Galaxy Tab, communicating was felt as stronger product related brand association in term of functional benefits. Besides using unique feature built-in in Galaxy Tab, telephone, the participants described also that through social networks that had become a trend recently, participants could use them all as communication tools with others. Using social networks like Facebook, Twitter, Skype, Yahoo Messenger, and MSN could connect them with other relatives in long distance. All those functional benefits achieved by the participants came from the advance of innovation technology happened recently.

#### **4.3.3 The Comparison of Non-product Related Brand Associations of Two Different Tablet PC Brands, iPad and Galaxy Tab**

According to the richness of associations, there were more brand association non-product related appeared from iPad than Galaxy Tab.

These associations consisted also of two categories of benefits expected by the consumers after using the products to fulfill their needs. They were symbolic benefits and experiential benefits. The research result viewed that there were seventeen non-product related associations owned by iPad as mentioned in Table 4.1 and sixteen was the numbers of non-product related brand associations owned by Galaxy Tab as mentioned before in table 4.2. From the numbers of non-product related brand associations owned by iPad, there were most numbers of non-product related brand associations mentioned by iPad participants. They were no limits, time, exclusive, experience, comfortable, and useful. In addition, non-product related brand associations owned by Galaxy Tab were self-image, no limits, experience, fun, and country of origin.

#### **4.3.3.1 Exclusive of iPad Association Compared to Self-image of Galaxy Tab Association**

Interestingly, the use of iPad created a strong association with being exclusive compared to other brands. The exclusivity in using iPad happened because of the special operating system that required integration in transferring data from an Apple device to another. The accessibility to get the applications was from the App Store only. This exclusivity created because of the brand attributes owned by iPad itself, such as the integration operating system that was useful to transfer data or get more application from App Store.

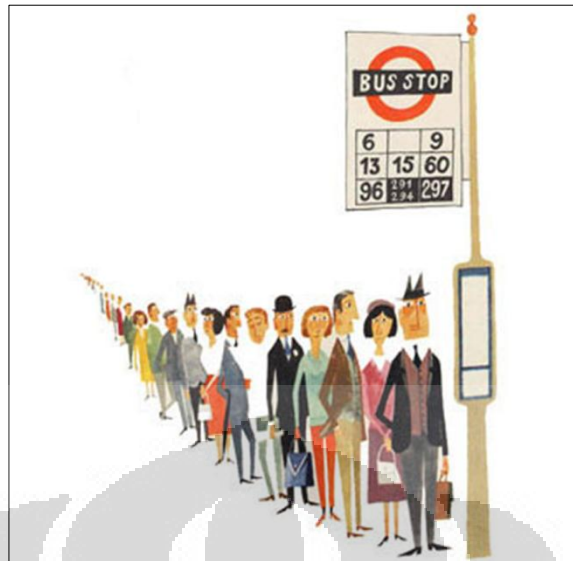
Unlike iPad, Galaxy Tab owned self-image as relative stronger that included exclusive, executive, and knowledgeable. Different direction was shown by Galaxy Tab through knowledgeable. This association was trying to describe that Galaxy Tab participants felt more different when they had more knowledge compared to others. Moreover, by using Galaxy Tab that could be used anytime at anywhere, participants could access easily more information from Galaxy Tab. This had shown that

there was an involvement of brand benefit related to personal value from using of Galaxy Tab.

#### **4.3.3.2 Comfortable of iPad Association Compared to Fun of Galaxy Tab Association**

Talking about experience, it would relate closed to the experiential benefits achieved by consumers. Visualization, eyes, took a main role in experiencing iPad and Galaxy Tab. For iPad participants, comfortable was the stronger non-product related brand association that related to experiential benefits achieved by them. Wider screen, portable, and fast responsive touch screen were all other associations that constructed the strength of non-product related associations. There was also involvement from brand attributes facilitating the feeling of comfortable in using iPad.

Compared to Galaxy Tab, fun had more felt by Galaxy Tab participants. For example, Participant No. 17, FA, told a story about how he got Galaxy Tab. FA was one of the consumers who queued at Pacific Place in order to get the first Galaxy Tab launched in Indonesia with special price and promo. He described that he queued from at 8 o'clock in the morning to at three o'clock in the afternoon without skipping out the queuing line. He invested his time and money to get it. That was unforgettable and impressive experience. Thus, during the interview, he proposed picture number 4 to express the most representative picture of Galaxy Tab for him. This is the following picture:



**Figure 4.7 Experiential Benefit: Queuing People (Participant No.17)**

Source: Interview Data

It was the picture that was trying to show his experience in getting the product. Even though that was his first experience to get a product, but he had positive feelings like happy and fun during the consumption of Galaxy Tab. This fun non-product related brand association was affected by uniqueness of brand associations.

#### 4.3.3.3 The Uniqueness of Country of Origin as Galaxy Tab Association

Last brand association non-product related discussed was Korea as the country of origin Galaxy Tab that meant the uniqueness of brand association owned by the only Galaxy Tab. This was interesting because this association, country of origin, strongly appeared in Galaxy Tab, not occurred in iPad. There were some argumentations why Participant No. 6, GW, mentioned Korea in her interview. The argumentations were:

- a. *“Nomor 1 pasti Korea yah, karena brand Samsung itu kan kita tahu berasal dari Korea dan dulu tuh emang sampe sekarang sih, aku pecinta Korea”* (“Number 1 must be Korea, because the brand of

Samsung, as we all know, comes from Korea and I've been a fans of Korea”).

- b. *Karena kita tahu sendiri Samsung adalah produk nomor 1 dari Korea. Jadi, ini menurut saya yang paling merepresentasikan Galaxy Tab* (“Because we all know that Samsung is the number one product from Korea. So, I think, it is the most represent Galaxy Tab”)
- c. *Nah ini Country of origin nya itu kaya aku sebagai fans of korea, jadi kaya brand Samsung dari Korea mengingatkan aku banget dengan brand Samsung Galaxy Tab* (“And this is country of origin seems like I am a fans of Korea. So, the brand of Samsung from Korea reminds me a lot with the brand of Samsung Galaxy Tab).

Those were all the argumentations why Korea as the country of origin could appear from this ZMET interview with Galaxy Tab participants. In addition, as part of ZMET interview, in step number 10, Vignette, she imagined making a short movie that took place in Korea and the actor of the film was the best actor from Korea too.

Unlike Galaxy Tab, iPad's country of origin did not appear. According to the result of additional interview to iPad participants with the question “According to your opinion, is iPad stronger associated with United Sates of America or Steve Jobs?” this was a direct question given to the participants in order to know which stronger associations non-product related between two of them associated with Galaxy Tab. Then, the research results viewed more than half iPad participants mentioned Steve Jobs as the stronger brand association non-product related with iPad. In addition, Steve Jobs as the founder of innovation had been a strong icon of iPad and Apple as the parent brand.

#### **4.3.4 Brand Loyalty is more built by iPad**

According to the results of saturation data transcripts from the interview, iPad participants were more satisfied to the brand of the product

compared to Galaxy Tab. This satisfaction was built from, again, the advance technology supported iPad and fixed development product. On the other hand, some of Galaxy Tab participants were not really satisfied. This condition was resulted by the product constraints of Galaxy Tab. Product constraints available in Galaxy Tab were water marked and sensitive screen, slow responsive screen, limited types of application (for businessmen only), limited numbers of free applications in Android market which was supposed to be more free available, some applications were written in kanji so it was difficult to understand, the light of tablet PC was inconsistent. Those product issues faced by participants were actually created by an experimental innovation done by Galaxy Tab. The company was too easy to listen to the market so that they were easy to change the product in any time. As a result, when Galaxy Tab participants were asked about intention to switch to other brand, iPad, they said yes to switch and wait for the upcoming iPad 3. Unlike them, iPad participants were still loyal to iPad and they would only to upgrade to iPad 3.

#### **4.4 Managerial Implications**

Nowadays, tablet PC has become a trend in the Indonesian market, especially since there are more local brands with cheaper price than iPad and Galaxy Tab. Therefore, to survive iPad and Galaxy Tab have to increase the efforts and marketing activities to gain more existing market shares. The author proposes several recommendations to increase the strength of sources of iPad brand equity, as follows:

- a. Creating more interesting games applications and adding more applications in order to give an added value of iPad's competitive advantage as a house of entertainment.

- b. To support more trends of photographs and community of photographs followed by consumers, iPad should increase the quality of its built-in camera.
- c. Because most of the participants stated that use-imagery of iPad was young generation, 17-25 years old, casual, and hang out to middle end malls, iPad can actively participate in young generation events.
- d. Creating a combination of Edutainment concept, Education and Entertainment concept, so that consumers can use iPad for education access in entertainment packaging or on the other side. For example, iPad can create educative games or providing entertaining homepage.
- e. Creating cooperation with education institutions, like universities, in supporting learning process facilities, such as library, presentation facilities in each class room.
- f. As mentioned before, that iPad participants preferred to use iPad for editing pictures or photos, Apple can be more active by providing facilities for iPad users who are interested in photographs. One of the marketing activities gathering periodically with iPad users.

In addition, the author also proposes several recommendations to Galaxy Tab so that they can compete in the market:

- a. The applications issue related to restriction by region should solve immediately because consumers would lose their functional benefits from Galaxy Tab.
- b. If recently the applications offered by Galaxy Tab are more for business people, then they should provide more varieties and easy access to get the applications.
- c. Galaxy Tab should increase the performance quality of its screen that is mostly water marked, sensitive, and slow responsive because vision and touch dominate in the use of Galaxy Tab.
- d. In technology innovation, Galaxy Tab should be more sure and selective in technology innovation in its product to increase the brand loyalty from consumers.



- e. Providing and maintaining a community of Galaxy Tab users because it is important to deliver information and positive values of Galaxy Tab to consumers.
- f. Galaxy Tab should be more active in the marketing activities related to the business people events mentioned before as its use imagery.



## CHAPTER 5

### CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

This chapter would explore briefly the conclusions of this thesis by answering the research objectives as stated before in Chapter 1 and would provide some recommendations related to the research objectives. Therefore, this chapter is divided into two parts, conclusions and recommendations.

#### 5.1 Conclusions

As stated before in Chapter 1 related to Research Objectives, this thesis research was conducted to explore brand equity's sources of iPad and Galaxy Tab by constructing a consensus map, and to compare the strengths of sources of brand equity from each brand, iPad and Galaxy Tab. The sources of brand equity are brand awareness and brand associations. Brand associations consist of product and non-product related.

##### 5.1.1 Sources of iPad's Brand Equity and The Consensus Map

According to the research result analysis, the author identified that iPad had become the Top of Mind awareness from the eighteen participants. This had been proved through recall technique as a question number one listed in the pre-interview six questions. The results showed that most of the participants mentioned iPad as their first on the list of five tablet PC brands. From the iPad's results of interviews showed there was little inconsistency compared to its competitor. Based on the richness of associations created by iPad, iPad had thirty one product related brand associations and seventeen non-product related brand associations. The most numbers of product related brand associations of iPad mentioned by participants were all-in-one, design, simple, screen, games, music, and entertainment. In addition, functional

benefits were also included in product related brand associations. Then, no limits, browsing, exclusive, experience, and comfortable were the most numbers of non-product related associations mentioned by participants. These non-product related brand associations consisted of two categories of benefits, such as symbolic and experiential benefits.

In addition, the research result analyzed that there were also some product constraints owned by iPad. Low resolution of the camera (VGA), the difficulty in watching film due to there is no connection between Apple and Flash, and the difficulty in entering data due to there is no USB port were the product constraints faced by the participants of iPad.

However, the above product constraints owned by iPad did not diminish consumers' loyalty to the brand. All of iPad participants were not willing to switch to other brands, but they preferred to upgrade their iPad to iPad 3 which would be coming soon.

### **5.1.2 Sources of Galaxy Tab's Brand Equity and the Consensus Map**

Based on the first source of brand equity, which resulted from recall technique, Galaxy Tab was not the Top of Mind awareness. Galaxy Tab was at the second place. Consumers of Galaxy Tab, from the interview with Galaxy Tab, were inconsistency with their product and said mostly iPad as their first brand of tablet PC. The reasons were some of the participants owned product from Apple so that they had previous experience with Apple products (iPhone and iPod) and chance to compare those two brands directly. Also, there was satisfaction experience because of product constraints. Last, a participant got the product for a gift that, unfortunately, the participant preferred to choose iPad if the participant got another chance to choose.

Similar to the previous brand, according to the richness of brand associations created by Galaxy Tab, this brand had twenty one product

related brand associations and sixteen non-product related brand associations. These non-product related brand associations covered two categories of benefits, such as symbolic and experiential benefits. However, product-related brand associations covered functional benefits too.

The research results showed that the most numbers of product related brand associations mentioned by Galaxy Tab participants were design, simple, serious activities, education, and USB port had. On the other hand, the most numbers of non-product related brand associations mentioned too by Galaxy Tab participants were self-image, no limits, experience, fun, and country of origin. In details, self-image, as symbolic benefit, covered exclusive, executive, and knowledgeable. Then, Korea was the only country of origin as brand association non-product related appeared in the interview because they stated that Galaxy Tab which was the brand extension of Samsung had good quality, because Samsung was the best electronic product in Korea.

In fact, consumers of Galaxy Tab had to face some product constraints such as slow responsive screen, water marked and sensitive screen, limited application preferred to businessmen, and restricted applications by region. Those constraints were because of the experimental innovation which always waited for the feedback from market. These conditions more or less affected consumers' loyalty to Galaxy Tab. Thus, there was an intention to switch to another brand.

### **5.1.3 The Strengths Comparison of Sources of Brand Equity**

Based on the first source of brand equity, brand awareness, iPad was the Top of Mind Awareness compared to Galaxy Tab. Also, there were some Galaxy Tab participants mentioned iPad as their first brand on the list, instead of Galaxy Tab.

According to the richness of associations and the expression of the participants, iPad had stronger product related brand associations. The most

numbers of product related brand associations consisted of all-in-one, which all types of activities could be accommodated by iPad, simple design, wide and most responsive screen, varieties and interesting games applications, and house of entertainment. Generally, they showed their expression in answering the question with enthusiastic, happy, and comfortable. Moreover, iPad had also non-product related brand associations compared to Galaxy Tab. They were no limits in time, exclusive, experience, and comfortable.

In comparing the details of each brand associations of two different brands of tablet PC, iPad and Galaxy Tab, iPad had strong entrainment activities because of supports from its feature and technology as brand attributes. However, Galaxy Tab had strong serious especially in education activities because of the applications as its brand attributes. Based on the comparison of features, iPad had strong screen as product related brand associations as its favorability of its brand associations and Galaxy Tab had strong USB port as its uniqueness of brand associations. In functional benefits comparison, iPad had strong browsing as its functional benefit and Galaxy Tab had strong communicating based on brand attributes.

The comparison of non-product related brand associations in term of symbolic benefit showed that the strength of its brand associations, exclusive, was affected by brand attributes. Different with Galaxy Tab, its strength of non-product related in term of symbolic benefit, self-image, affected by brand benefits related to personal value. Related to experiential benefit, iPad had strong more comfortable as its non-product related brand association affected by brand attributes that facilitated the use of iPad. However, Galaxy Tab had strong more feeling of fun in using Galaxy Tab as its non-product related brand associations affected by uniqueness of brand associations. Then, country of origin appeared as non-product related brand association compared to iPad because it was affected by uniqueness of brand association. Last, participants of iPad were more loyal to its brand compared to Galaxy Tab participants.

## 5.2 Research Limitations

According to the research methodology, this thesis research adopted ZMET (Zaltman Metaphor Elicitation Techique) firstly done by the author who has an interest even though the author is not directly involved and related to the tablet PC industry. Further, it is expected that this thesis research can give a broader view regarding the development of common research method in order to gain more consumers' insights about brand equity of a product.

## 5.3 Recommendations

- a. While the adoption of ZMET is exhaustive and grounded in nature, it would require additional research to conform the validity and reliability of these results.
- b. Since ZMET has proven itself to be an effective tool in comparison research, future research should be conducted to confirm and expand the capabilities of ZMET as a comparative research tool.
- c. This research can be guidelines for future research about deeper discussion more about brand associations and brand equity.

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**APPENDIX 1 FORM OF IPAD PARTICIPANTS DATA (continued to page 141)**

Selamat pagi/siang/sore. Nama saya Alberta Dwisari Widya P. Saya adalah mahasiswi Magister Manajemen Universitas Indonesia (UI) yang saat ini sedang melakukan penelitian untuk mendalami ekuitas merek komputer tablet, yaitu iPad. Interview akan dilakukan dengan cara *One-on-one Interview* yang akan berlangsung selama 1-2 jam dan semua informasi yang Anda berikan akan dijaga kerahasiaannya dan digunakan untuk kepentingan pendidikan. Terima kasih atas waktu, kesediaan dan kerjasama Anda untuk berpartisipasi.

<b>DATA RESPONDEN</b> :	
Nama Responden	:
Jenis Kelamin	: L / P
Alamat	:
	<b>Kode Pos:</b>
Telepon	:
Nomor HP	:
Alamat email	:

<b>KONFIRMASI JADWAL INTERVIEW:</b>	
Hari & Tanggal	:
Jam Interview	:

<b>Control</b>	: (diisi oleh interviewer)
Nama Interviewer	:
Tanggal Interview	:
Jam Interview	: s/d

**Awareness dan Image**

11. Sudah berapa lamakah Anda menggunakan iPad?

Kurang dari 1 bulan	1
1 - 3 bulan	2
4 - 6 bulan	3
7 - 9 bulan	4
Lebih dari 9 bulan	5

12. Darimanakah Anda tahu tentang produk iPad? (jawaban boleh lebih dari satu)

Iklan media cetak (majalah, koran, brosur)	1
Iklan media elektronik (TV, radio)	2
Website	3
Media jejaring sosial (facebook, twitter)	4
Kerabat (keluarga, teman, dan lainnya)	5
Lainnya, sebutkan	6

13. Kenapa Anda memilih untuk menggunakan iPad?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

14. Apabila Anda diberikan sejumlah uang, apakah Anda akan tetap menggunakan produk Anda saat ini, *upgrade* produk Anda, atau membeli produk sejenis dengan merek yang berbeda? Kalau Ya / Tidak, kenapa?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**APPENDIX 1 FORM OF IPAD PARTICIPANTS DATA (continued from page 140)**

15. Berbicara persepsi tentang komputer tablet secara umum, hal apa yang terlintas dalam benak Anda bila mendengar iPad?

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**SCREENING DAN DEMOGRAFI**

- S1. Tipe iPad apakah yang Anda gunakan saat ini?

iPad 1	1
iPad 2	2

- S2. Termasuk kelompok usia manakah Anda sekarang?

Kurang dari 20 tahun	1
20 - 24 tahun	2
25 - 29 tahun	3
30 - 34 tahun	4
Lebih dari 34 tahun	5

- S3. Apakah pekerjaan Anda sekarang?

Mahasiswa	1
Ibu Rumah Tangga	2
Karyawan	3
Wiraswasta	4
Lainnya, sebutkan	5

- S4. Berapakah pengeluaran pribadi Anda rata-rata per bulan?

Kurang dari Rp. 500.000	1
Rp. 500.001 - Rp. 1.000.000	2
Rp. 1.000.001 - Rp. 1.500.000	3
Rp. 1.500.001 - Rp. 2.000.000	4
Rp. 2.000.001 - Rp. 2.500.000	5
Lebih dari Rp. 2.500.000	6

**Terimakasih atas kesediaan waktu Anda untuk mengisi data di atas.**

**APPENDIX 2 FORM OF GALAXY TAB PARTICIPANTS DATA (continued to page 143)**

Selamat pagi/siang/sore. Nama saya Alberta Dwisari Widya P. Saya adalah mahasiswi Magister Manajemen Universitas Indonesia (UI) yang saat ini sedang melakukan penelitian untuk mendalami ekuitas merek GALAXY Tab terkait penamaan Komputer Tablet yang digunakan. *One-on-one Interview* akan berlangsung 1-2 jam dan semua informasi yang Anda berikan akan dijaga kerahasiaannya dan digunakan untuk kepentingan pendidikan. Terima kasih atas waktu dan kesediaan Anda untuk berpartisipasi

DATA RESPONDEI :	
Nama Responden	:
Jenis Kelamin	: L / P
Alamat	:
	<b>Kode Pos:</b>
Telepon	:
Nomor HP	:
Alamat email	:

KONFIRMASI JADWAL INTERVIEW:	
Hari & Tanggal	:
Jam Interview	:

Control : (diisi oleh interviewer)	
Nama Interviewer	:
Tanggal Interview	:
Jam Interview	: s/d

**Awareness dan Image**

11. Sudah berapa lamakah Anda menggunakan GALAXY Tab?

Kurang dari 1 bulan	1
1 - 3 bulan	2
4 - 6 bulan	3
7 - 9 bulan	4
Lebih dari 9 bulan	5

12. Darimanakah Anda tahu tentang produk GALAXY Tab? (jawaban boleh lebih dari satu)

Iklan media cetak (majalah, koran, brosur)	1
Iklan media elektronik (TV, radio)	2
Website	3
Media jejaring sosial (facebook, twitter)	4
Kerabat (keluarga, teman, dan lainnya)	5
Lainnya, sebutkan	6

13. Kenapa Anda memilih untuk menggunakan GALAXY Tab?

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14. Apabila Anda diberikan sejumlah uang, apakah Anda akan tetap menggunakan produk Anda saat ini, meng*upgrade* produk Anda, atau membeli produk sejenis dengan merek yang berbeda? Kalau Ya / Tidak, kenapa?

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**APPENDIX 2 FORM OF GALAXY TAB PARTICIPANTS DATA (continued from page 142)**

15. Berbicara persepsi tentang komputer tablet secara umum, hal apa yang terlintas dalam benak Anda bila mendengar GALAXY Tab?

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**SCREENING DAN DEMOGRAFI**

- S1. Tipe GALAXY Tab apakah yang Anda gunakan saat ini?

GALAXY Tab 7.0	1
GALAXY Tab 10.1	2
GALAXY Tab 8.9	3

- S2. Termasuk kelompok usia manakah Anda sekarang?

Kurang dari 20 tahun	1
20 - 24 tahun	2
25 - 29 tahun	3
30 - 34 tahun	4
Lebih dari 34 tahun	5

- S3. Apakah pekerjaan Anda sekarang?

Mahasiswa	1
Ibu Rumah Tangga	2
Karyawan	3
Wiraswasta	4
Lainnya, sebutkan	5

- S4. Berapakah pengeluaran pribadi Anda rata-rata per bulan?

Kurang dari Rp. 500.000	1
Rp. 500.001 - Rp. 1.000.000	2
Rp. 1.000.001 - Rp. 1.500.000	3
Rp. 1.500.001 - Rp. 2.000.000	4
Rp. 2.000.001 - Rp. 2.500.000	5
Lebih dari Rp. 2.500.000	6

**Terimakasih atas kesediaan waktu Anda untuk mengisi data di atas.**

#### **APPENDIX 4 INTERVIEW TRANSCRIPT WITH AN EXPERT OF IPAD**

**Source of Interview : Mrs. Indy (I)**

**Interviewer : Alberta (AL)**

**Position : Owner of ILOOP Store Indonesia**

**(Jl. Boulevard Artha Gading Selatan No. 1 1 Floor A5  
No. 10-11 Jakarta14240)**

**Place of Interview : Starbucks Mall of Artha Gading**

**Date of Interview : January 12, 2012 / 15.29 WIB**

**AL** : Dari Mbak Indy sebagai owner dari ILOOP Store, kira-kira apa sih yang ditawarkan oleh iPad?

**I** : ini hubungannya sama falsafahnya Steve Jobs. Karena kan dia nggak mau ngikutin orang. Jadi, jamannya orang kan berat nih bawa laptop pada berlomba-lomba nih bikin netbook. Trus, dia punya MacBook Air. Nah, tapi untuk lebih mobile, MacBook Air kan lo tetep computer, lo tetep harus bisa booting dulu, loading dulu. Beda sama iPad. Sambil jalan disuruh cek email atau disuruh ngapain, lo kayak telpon kan cuman dengan layar yang lebih lebar. Jadi dia memaksimalkan orang untuk lebih mobile. Dan itu bukan cuman games, karena banyak orang salah kaprah. Kalo lo mau games mau ini, lo belinya iPad. Padahal iPad itu kalo lo tau cara memaksimalkannya, itu bisa buat kerja. Dia support office, Auto Cad. Kalo internet kita cepet kayak di Amerika atau negara lain yang maju, lo bisa nyalain remote desktop. Jadi lo nyalain computer lo, desktop lo yang gede di rumah via internet bisa ambil data. Jadi bisa diremote untk ambil data. Jadi lo nggak ada di rumah, tapi yang lo nyalain computer lo yang ada di rumah. Tapi itu butuh internet yang cepet.

AL : Nah, selama ini kan orang melihat bahwa iPad memang lebih ke entertainment. Jadi sebenarnya enggak?

I : Enggak sebenarnya, karena dia (iPad) itu satu paket. Lo lagi jalan butuh hiburan, mau denger lagu, nonton video segala macam. Lo butuh buat kerja dari yang ngedit foto, kerja lo yang ngetik segala macam tuh dia bisa.

AL : Tapi apa sih sebenarnya yang bisa orang kok mikirnya iPad itu yah “iPad equals to entertainment”?

I : kalo menurut gue tuh karena layarnya. Kan orang udah biasa nih dia iPod Touch karena orang kan mau baca layarnya kecil yang udah lahir lebih dulu. Gamesnya banyak dna gamesnya seru. Jadi giliran dia tahunya ini lebih menarik dan lebih menghibur.

AL : Jadi sebernernya dari layarnya aih?

I : Iya, dari layarnya. Layarnya apa ketajaman layarnya segala macam.

AL : Konsumen yang datang ke tokonya Mbak Indy memang dia lebih cenderung kemana untuk dari segi fungsi?

I : Awalnya datang karena anaknya semua temen-temennya pakai iPad atau semua temen kantornya semua iPad. Jadi giliran datang tahunya yah palingan browsing trus cek email. Tapi, sampai sini kita bilangin “Ini lho Pak ada aplikasi ini”. “Trus lo perlunya untuk apa?” “Untuk browsing trus ini inventory toko gue”. “Oh ternyata ini bisa buat kerja yah?” Nah, dari sini saat gue lagi jalan, gue mau ngecek toko gue, gue mau ngawasi CCTV pabrik gue itu ada. Jadi setiap datang kita prinsipnya brang apa pun yang lo beli dari iPad dan terutama dari toko gue, ILOOP, itu gimana caranya kita bantu semua user untuk memaksimalkan. Jadi ibarat friend makanya kita jual. Tapi kalo lo nggak mau maksimalin, sayang banget. Caranya gimana? “Gini lho Pak, ini bisa gini bisa gini”.

AL : Lebih menawarkan secara spesifik ke kebutuhan mereka sesuai dengan aplikasi yang ada?

I : Iya. Kayak dokter kan dulu ada patung gede banget. “Ini lho Bu, jantung itu sebelah sini” Nah pas dibuka trus diputer seeett. Nah itu aplikasi dokter.

AL : Termasuknya mindset orang itu masih entertainment banget yah?

I : IYA. Karena kalo lo masih inget iklannya iPod Touch dari Appple masih begini. Jadi banyak yang nanya “Ini buat main game?” walaupun aplikasi-aplikasi waktu iPod Touch udah ada tapi belum semaksimal sekarang. Apalagi dengna layar yang lebih gede kan lo bisa buat presentasi. iPod Touch kan terlalu kecil.

AL : Kalau dari Steve Jobs sendiri yang diusung memang lebih ke entertainmentnya atau other functions yang lebih ke work stuffs?

I : Kalo dari Applenya sendiri nggak pernah yang mensosialisasikan “Ini lho iPad”. jadi yah apa yang lo tangkep, itu lah yang lo sebar. Kalo yang kita tangkep, marilah bekerja dengan fun. Jadi lo kerja, alatnya seru, alat kerjanya simple. Kalo lo boring, melalui alat itu, lo bisa refreshing. Kalo kita sih nangkepnya gitu.

AL : Kita baru tahu kalo ada aplikasi-aplikasi yang menarik seperti itu.

I : Jadi ada customer gue punya toko kelontong di pinggiran Jawa Barat. Jadi, pasti tiap minggu bapaknya ke Jakarta. Trus, dia bilang “Toko kelontong gue gini gini”. “Ini lho Pak ada aplikasi inventory. Jadi, Bapak bisa belajar untuk inventory”. “Oh, jadi ketahuan gue bisa mengontrol”. Jadi biasanya tanya gini, “Pak, boleh tau nggak? Bapak kerjanya di bidang apa?” atau “bapak hobynya apa?” Nah, kita kasih tuh aplikasi untuk tau gimana main golf di Let’s Play Golf. Dari aplikasi teknik lo bermain golf itu kita kasih. Buat anak-anak kecil untuk edukasinya mulai dari belajar ABC ada yang fun. Buat games pun ada yang bukan untuk perorangan. Kalo masih inget Scrabble atau Monopoly itu bisa main bareng-bareng dengan satu iPad. nah, kal okita tuh kita berusaha kayak misalnya anaknya mau minta main game. Kita tawarin “Eh ini lho ada pelajaran untuk kamu, misalnya planetarium atau matematika dengan games”.

AL : Jadi sebenarnya kalo sekarang kan di Amerika anak mulai dibatasi untuk menggunakan iPad yah. Tapi itu tergantung lagi sama isi iPadnya yah. kalo isinya edukasi yah nggak masalah yah.

I : Iya dan itu edukasi kalo misalnya memang belum bisa baca. Kayak di iklannya Apple sendiri kan baca buku Winnie The Pooh sama mamanya. Iya sama lah semua gadget apa pun kalo lo bisa memaksimalin dan gadget ini pun apa aja yang megang, yang ngoperasiin kan orang. Jadi jangan lo salahin anak kecil. Tapi mau nggak lo duduk sambil ngajarin baca, temenin browsing untuk nyari PR. Kayak misalnya, ada anak dateng ke tempat gue “Tante ajarin aku browsing. Aku disuruh nyari 10 kota tempat wisata di Indonesia”. Dia punya iPadnya sendiri, dia googling. Kayak misalnya Al Quran untuk bulan puasa juga ada, semuanya ada.

AL : Jadi sebenarnya multifunction banget yah mbak?

I : Kalo memang mau.

AL : Kalo dari sisi prestige nya ada nggak Mbak? Misalnya dari observasi Mbak Indy ada nggak yang dateng nyari iPad hanya untuk yang penting gaya?

I : Ada hahaha... Pertama tuh karena Apple. Karena apalnya digigit hahaha..dia kan jaga eksklusifitasnya, jadi emang agak beda.

AL : Menurut Mbak Indy melihat sisi eksklusifnya Apple?

I : Sisi yang dibangun Steve Jobs. Kan kalo dari Steve Jobs prinsipnya gue captain satu software. Orang lain nggak akan bisa captain hardwarenya sesuai kemauan gue. Waktu gue bikin software gue udah ngebayangin nanti nih devicenya atau hardwarenya mesti kayak gini nih. Orang lain nggak bisa nerjemahin hardware kayak gue. Sama kayak gue bikin software, isinya kayak gini. Orang lain nggak bisa. Makanya Apple dari hardware softwarenya udah jadi satu. Itu udah DIJAGA banget tuh. Jadi lanjutan yang dibangun oleh Steve Jobs dan itu mungkin apa yah terbatas dibanding yang



lain. Kan kayak hukum ekonomi kal yang pengen banyak, barangnya terbatas, harganya naik makanya harganya agak mahal mungkin disbanding rata-rata.

AL : Yang dateng emang banyak untuk kerja?

I : Iya mungkin karena gue deket kantor kali yah, kan deket ruko-ruko.

AL : Weekend juga sama?

I : Family sih. Banyak aplikasi yang mendukung pekerjaan atau profesi misalnya pelaut, tapi sayangnya lagi memang internet kita nggak terlalu bagus. Kayak misalnya untuk pelaut itu buat ngetrack. Kayak kalo mereka mau berlayar, mereka bikin di kertas besar untuk tracknya mereka mau kesini kesini. Kalo masih ada signal mereka masih bisa bikin di iPad. Tapi kalo udah nggak ada, yah mereka liat di GPS trus mereka titik-titikin. Kalo pilot ada jurnal khusus pilot untuk flight trackingnya, bisa ngitung jam terbangnya, bisa ngeplot juga.

AL : Jadi dengan iPad kaya mau merubah kebiasaan yang manual yah Mbak?

I : Iya. Nanti ke depannya arahannya orang cuman hanya bawa satu iPad saja. E-booknya, buku pegangannya cuman tinggal download aja di iPad. Di iPad lo bisa tinggal stabilo aja atau high light aja atau lingkerin aja. Kalo lagi conference juga ada aplikasi Go Meeting. Jadi lo bisa conference tanpa harus lagi ke ruangan dengan layar besar.

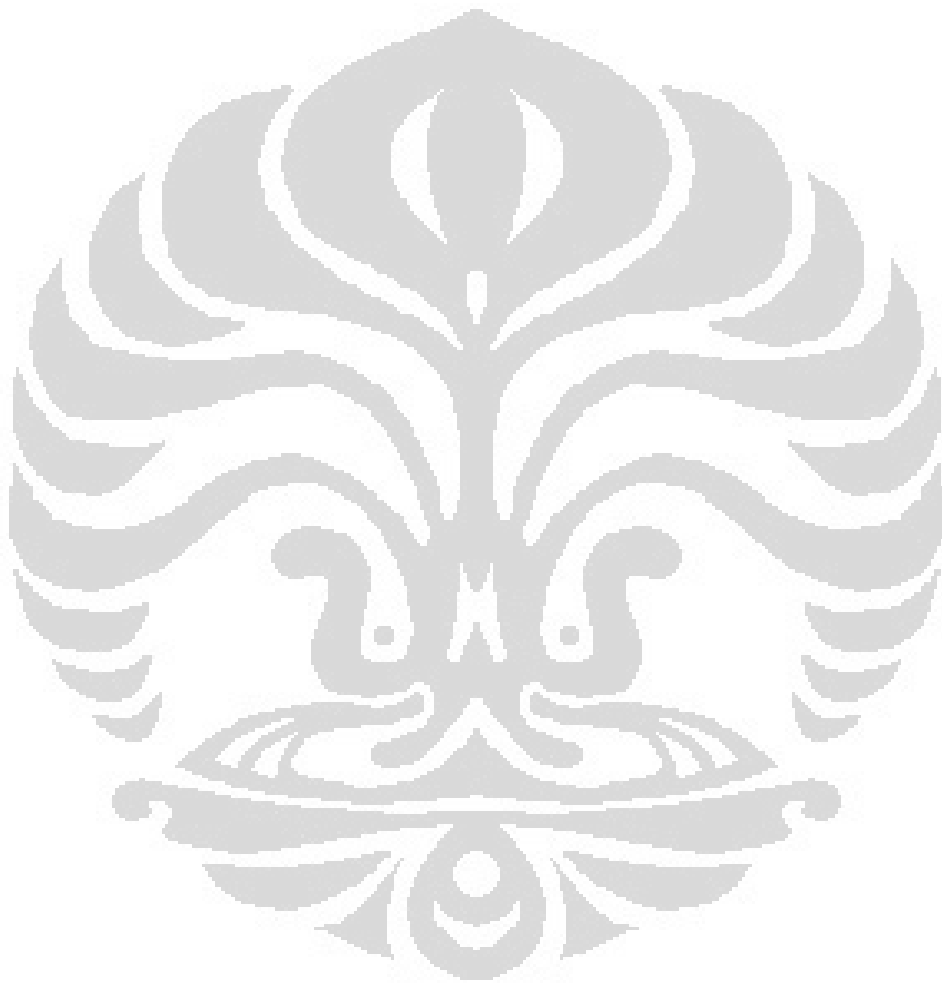
AL : Tapi memang koneksi internet harus lancar yah?

I : Iya.

AL : Bagaimana reaksi orang-orang waktu tahu ada aplikasi yang harus bayar?

I : Kalo di kita ada system member yang namanya marilah beli buat rame-rame. Ini untuk membantu orang-orang memaksimalin iPad yang non-games. iPad tetep juara karena iPad emang happening banget saat itu.

AL : Baik, terimakasih banyak Mbak Indy atas kesediaan waktunya untuk wawancara.



**APPENDIX 5 INTERVIEW TRANSCRIPT WITH AN EXPERT OF  
GALAXY TAB**

**Source of Interview : Ms. Rinda (R)**

**Interviewer : Alberta (AL)**

**Position : Sales Representative of Samsung at OKE Shop Mall  
of Pondok Indah 2**

**Place of Interview : OKE Shop Mall of Pondok Indah 2 (PIM 2)**

**Date of Interview : January 14, 2012 / 14.58 WIB**

AL : Kalo tablet PC sendiri apa yang baru Mbak?

R : Ada dua sih kita. Itu yang lama Tab yang ini Tab yang baru.

AL : Beda yah Mbak?

R : yang lama lebih tebal sekarang lebih tipis. Beda kecepatan juga, ini udah 2 Core, layarnya lebih tajam. Ada yang baru lagi 7 plus.

AL : Orang-orang biasanya nyari yang mana mbak?

R : Tergantung kebutuhan.

AL : Rata-rata?

R : Mereka butuh office sekarang ada aplikasi, browsing, telfon juga ada. Lebih dari itu dia juga punya yang lain kaya ketebalannya lebih tipis. Aklo di Android kan yang lebih ditekankan memang lebih ke aplikasinya, ada games, keuangan, seperti ini contohnya.

AL : giamna Mbak waktu orang tahu kalo ada aplikasi yang harus bayar?

R : Hahaha..yah orang sini yah Mbak yang dicari pasti yang gratisan. Kalo yang ini yang gratis, biasanya yang dibawah yang bayar. Tapi kalo memang mereka butuh, yah mereka beli juga. Dan aplikasi di Andorid market ini dikategorikan, misalnya kalo klik yang games semua yang keluar games.

AL : Lebih banyak nyari yang buat kerjaan atau games Mbak?

R : Kerjaan kalo disini yah. Kalo di PIM. Kalo disini kebanyakan lakunya memang untuk yang buat kerjaan. Biasanya anak-anak memang minat banget sama yang games. kalo remaja ke atas yang tipe ini.

AL : Banyak yang perempuan kali yah Mbak kalo pilih yang seri dengan ketebalan yang tipis?

R : Enggak juga sih Mbak.

AL : Mbak, Galaxy Tab kan punya yah keunikan sendiri dengan USB connectornya. Konsumen responnya bagaimana?

R : Memang dengan adanya USB Connector ini mereka lebih dimudahkan untuk transfer data. Tapi untuk mendapatkan USB Connector ini mereka harus beli Mbak dengan harga sekitar dua ratus ribuan kurang lebih untuk bisa langsung dihubungkan dengan USB. Kalo tidak, mereka dapat kabel data juga tetap lebih mudah dalam mentransfer data.

AL : Sebenarnya apa lagi Mbak kelebihan dari Galaxy Tab?

R : Galaxy Tab menggunakan SIM Card yang sama dengan SIM Card untuk hand phone biasa jadi mereka nggak usah dipotong-potong lagi. Beda dengan merek tablet PC yang lain harus dipotong SIM Card nya.

AL : Baik Mbak. Terimakasih banyak.