

When brands connect:

Feedback effects from the alliance between L'Oréal and Nestlé to
create Innéov

Written by

Kaia Mathiesen

Supervisor: Førsteamanuensis Helge Torbjørnsen

Institute: SOL

NORGES HANDELSHØYSKOLE

This thesis was written as a part of the siviløkonom-degree program. Neither the institution, the advisor, nor the sensors are - through the approval of this thesis - responsible for neither the theories and methods used, nor results and conclusions drawn in this work.

Abstract

This thesis looks at a factual alliance between Nestlé and L'Oréal who have created a “nutricosmetics” diet supplement called Innéov. The thesis has two goals: 1) to understand and map associations held about Nestlé and Innéov (L'Oréal was left out), and 2) to conduct an experiment to investigate possible feedback-effects from the alliance and to map them. This was done by dividing the respondents in two groups: Group one was the “pre alliance” sample who were asked about Nestlé before being introduced to a stimulus of Innéov (through a constructed introduction leaflet). Group two was the “post alliance” sample who were exposed to Innéov before they were asked about Nestlé. Comparing the two groups would demonstrate the effect, if any, of the alliance. I used qualitative techniques and focused primarily on association networks. The results indicated limited feedback effect from this alliance.

TABLE OF CONTENTS

| | |
|--|-----------|
| TABLE OF CONTENTS..... | 5 |
| 1.0 INTRODUCTION..... | 7 |
| 2.0 THEORY | 9 |
| 2.1 Branding..... | 9 |
| 2.2 Brand Equity | 9 |
| 2.2.1 Brand awareness | 10 |
| 2.2.2 Brand image..... | 11 |
| 2.3 Brand Associations..... | 12 |
| 2.3.1 Associations networks | 15 |
| 2.3.2 Elicitation problems with association | 16 |
| 2.3.2.1. Accessing unconscious memory | 16 |
| 2.3.2.2 Thought does not equal verbalization | 17 |
| 2.3.2.3 Censoring, self-deception and self-monitoring | 19 |
| 2.3.2.4 Emotion and reason are of equal importance in decision making..... | 20 |
| 2.4 Brand Alliance..... | 20 |
| 2.4.1 What is to be gained by an alliance?..... | 22 |
| 2.4.2 When brands collide | 24 |
| 2.4.3 Fit: The make or break of an alliance | 27 |
| 2.5 Feedback Effect..... | 31 |
| 2.5.1 Feedback effects on parent brands..... | 31 |
| 2.5.2 The effects of fit | 33 |
| 3.0 THE BRANDS AND THE MARKET | 35 |
| 3.1 <i>Introducing the Brands Involved</i> | 35 |
| 3.2 <i>Nutricosmetics: Where Nutrition Meet Cosmetics</i> | 36 |
| 4.0 METHOD | 38 |
| 4.1 <i>Market Research</i> | 38 |
| 4.2 <i>Research Objectives</i> | 39 |
| 4.2.1 Thesis objective | 39 |
| 4.3 <i>Research Design</i> | 39 |
| 4.3.1 Thesis design | 40 |
| 4.3.2 Layout of the study..... | 42 |
| 4.4 <i>Collecting Information</i> | 43 |
| 4.4.1 Overcoming the challenges..... | 43 |
| 4.4.2 Executing the methods..... | 44 |
| 4.5 <i>Elicitation Techniques</i> | 46 |
| 5.0 UNCOVERING INNÉOV | 50 |
| 5.1 <i>Findings Innéov</i> | 50 |
| 5.1.1 Association network for Innéov..... | 55 |
| 5.2 <i>Discussion of Innéov Findings</i> | 56 |
| 5.3 <i>Possible Inheritance from Nestlé to Innéov</i> | 60 |
| 6.0 UNCOVERING NESTLÉ, PRE ALLIANCE | 63 |
| 6.1 <i>Findings Nestlé Pre Alliance Sample Group</i> | 63 |
| 6.1.1 Association network for Nestlé pre alliance | 67 |

| | |
|---|-----------|
| 7.0 UNCOVERING NESTLÉ, POST ALLIANCE | 68 |
| 7.1 <i>Findings Nestlé Post Alliance Sample Group</i> | 68 |
| 7.1.1 Association network for Nestlé post alliance..... | 71 |
| 8.0 FEEDBACK EFFECT FROM THE ALLIANCE | 72 |
| 8.1 <i>Relevant Theory</i> | 72 |
| 8.2 <i>Discussing the Findings</i> | 73 |
| 8.3 <i>The Difference in Eliciting Innéov and Nestlé</i> | 76 |
| 9.0 STRATEGIC IMPLICATIONS | 78 |
| 10.0 LIMITATIONS OF STUDY | 83 |
| 10.1 <i>Limitation of Study</i> | 83 |
| 10.2 <i>Theoretical Limitations</i> | 85 |
| 11.0 CONCLUSION | 86 |
| 12.0 REFERENCES | 87 |
| APPENDIX | 90 |
| <i>Appendix I: Introduction material for Innéov</i> | 90 |
| <i>Appendix II: Questionnaire for group 1, pre alliance</i> | 97 |
| <i>Appendix III: Questionnaire for group 2, post alliance</i> | 107 |
| <i>Appendix IV: Findings Innéov</i> | 116 |
| <i>Appendix V: Findings Nestlé pre alliance</i> | 126 |
| <i>Appendix VI: Findings Nestlé post alliance</i> | 137 |
| <i>Appendix VII: Results brand personality</i> | 147 |
| <i>Appendix VIII: All moodboard pictures</i> | 150 |

FIGURES

| | |
|--|----|
| Figure 1: Overview of brand knowledge | 12 |
| Figure 2: Example of an associative network | 16 |
| Figure 3: The brand alliance situation | 28 |
| Figure 4: Images from of Imedeen | 37 |
| Figure 5: Images from Evelle | 37 |
| Figure 6: Elicitation challenges | 44 |
| Figure 7: Brand personality scale | 49 |
| Figure 8: Association network Innéov | 55 |
| Figure 9: Association network Nestlé pre alliance sample | 67 |
| Figure 10: Association network Nestlé post alliance sample | 71 |

1.0 INTRODUCTION

This is a “siviløkonom-thesis”, delivered as part of the Siviløkonom degree at the Norwegian School of Economic and Business Administration. The paper makes out 18 semester credits.

In this thesis I will analyze the factual alliance between Nestlé and L’Oréal. They have joined forces to create a diet supplement for skin and hair called Innéov. The product falls within a market they have dubbed “nutricosmetics”, where nutrition meets cosmetics. This product has been launched in several European countries, but not in Scandinavia as of December 2007.

The focus of my thesis is set on two aspects of the alliance. First, I will look at the brands in this alliance: Nestlé and Innéov. Due to the limited scope of this thesis I have chosen to analyze only one of the parent brands, after pilot testing I chose to concentrate on Nestlé. I have studied Innéov by creating a stimulus, consisting of a leaflet of information material containing pictures and information about the different product Innéov offers, as well as some information about the brands behind the alliance (this is included in its entirety in the appendix). I have investigated and mapped the respondents’ associations to Innéov after this exposure. In the second part of the thesis I look for possible feedback effects from the alliance, and map them.

I start the thesis by breaking down the elements of a brand, looking at brand equity through brand image and brand awareness. Then I move on to a discussion of associations and association networks. I address questions like what are associations, how are they created and are any association more important than others? One of the most challenging aspects of working with this thesis has been to grasp some of the complexities of eliciting associations. This has brought me into the subject of human cognition and to the peripheries of what my business education has prepared me for. I note how limited our conscious understanding is of how the mind receives, processes, stores and recalls information. This section provides the basis for choice of techniques. I then go on to look at some theories about brand alliance in different forms and with different benefits. Finally I look at the aspect of feedback effects and the different ways in which they may present themselves.

The research section has a causal design, corresponding with the goal to look for feedback effects. This is done through an experiment. My respondents are from the female segment in Norway aged 25 and up. The group of 38 respondents is divided into two. For the first group I elicit their associations to Nestlé, (pre alliance), and then I expose them to the Innéov information material and elicit their association to Innéov. The second group is presented with the Innéov informational material from the start (post alliance) and their association to first Innéov and then Nestlé are elicited. Comparing the results of the two groups will demonstrate what, if any, feedback effects are present. Underlying the causal design there is an explorative design element, corresponding to the goal of understanding the association held about Innéov, Nestlé pre alliance and Nestlé post alliance. To do this I use four qualitative techniques to elicit the associations. They are all directed at overcoming different cognitive barriers in the processes of elicitation.

My subsequent chapters are a summary presentation based on the findings from all the different techniques, including association networks for all three brand situations. I have clustered together the results to try to make the findings more accessible and meaningful. For the new brand, Innéov, I use the findings to make an evaluation of the alliance itself, relating it to the theory of brand alliances. For Nestlé I discuss the findings, looking for possible feedback effects and map them carefully. I discuss the managerial implications of the alliance. I look at the outcome of the alliance and suggest some ways to maximize its potential. I conclude by discussing some limitations in the design as well as the execution of the thesis, and finally sum up some of the main points which I have found to be most interesting while working with the thesis.

2.0 THEORY

2.1 Branding

The American Marketing Association defines a *brand* as “a name, term, design, symbol, or any other feature that identifies one seller's goods or services as distinct from those of other sellers. A brand may identify one item, a family of items, or all items of that seller.”

Brands are everywhere and on everything: From the microchips “Inside” to “Paris Hilton”, from “Nike” to private labels. It has become the norm of our consumption driven society, and our capacity to filter and store them, has long since been exceeded. Despite this, no one questions their importance, only how to be the one that stands out from the crowd.

2.2 Brand Equity

The reason for having a brand is the same as the reason for having a business to begin with, to make money. It is a generally accepted view that one makes a profit on a brand through leveraging the brand equity of a brand through premium pricing. One definition of *brand equity* is that it is the “value of a brand, based on the extent to which it has high brand loyalty, name awareness, perceived quality, strong brand associations, and other assets such as patents trademarks and channel relationships” (Kotler et al. 2005, p 556). Others see it as *customer-based brand equity* and define it as the presence of strong, unique and favorable brand associations (Keller 2003). There are many ways of defining and viewing the concept, but it all breaks down to pretty much the same thing: Differentiation of the product causes a willingness to pay more for a branded product, compared to an identical but generic product. In other words: Premium pricing means “mo’ money”.

What’s in it for the sellers?

The advantages of brand equity are obvious for the *sellers* of the product. The ability to demand premium pricing due to differentiation and the subsequent brand equity (as defined above) is the main motivating factors for building a brand. The extent of the value of brand equity can be seen in the process of buying and selling a company with established brands. In such cases the share price will be considerably higher than book-value, sometimes even five times as high. This was the case when Nestlé bought Rowntree, home of Kit Cat, Polo mint etc. It also allows further segmenting of a market, like Procter and Gamble who segments their detergent products into different brands. This allows them to not place all their

eggs in one basket, yet allows for the sharing of costs between the brands within the mother company. Last but not least it provides a trademark and protection from copying.

What's in it for the consumer?

A more pondering question is what is in it for the *consumer*? One of the more obvious benefits of brands is that they can provide *symbolic benefits* defined by the American Marketing Association (web source) as “The psychological and social meanings products have for consumers that go beyond product attributes”. This can be associations with a certain lifestyle, celebrity sponsors or socio-economic status. The presence of a crocodile or a polo player on a t-shirt makes a resounding statement about the lifestyle and purchasing power the wearer wants to project. In some cases it becomes a method for self-expression and a sadly in our materialist world, a signal of self-worth. It also provides a potential risk reducing effect, as a brand signals that a certain quality can be expected. Lack of information about products in a market can have significant effects on the quality of the product offered in the market as demonstrated by the “Market for lemons” case (Aakerlof, 1970)¹. The information effect about quality and the “philosophy” behind the product provided by a brand, is also important in reducing the amount of effort a consumer has to put into each purchase, thereby increases his/hers productivity. In the developed world, where brands are at an all time high, you see an increasing willingness to spend money to save time, as opposed to the traditional spending time to save money. In view of this trend the value of the above mentioned advantages holds firm. Signaling the producers in a clear manner makes it obvious who is to be held responsible for product failure, creating strong quality incentives for the companies.

If the way to bottom line success is through creating brand equity, then the way to brand equity goes through creating a positive brand image alongside the necessary brand awareness.

2.2.1 Brand awareness

I will not focus on “brand awareness” in my paper, but as it a critical component of brand equity I will briefly introduce the concept. *Brand awareness* is defined as “the percentage of a population or target market who are aware of the existence of a given brand or company” (Brandchannel, web). There are two types of brand awareness's: *Brand recall* which is

¹ The “market for lemons” case is about the used car market in California. It demonstrated that if there is no way of signalling the quality of a product, then the quality of the products in the market go into a self enforcing downward spiral of low exertion being met by lower quality.

remembering without using external cues, and *brand recognition* which is identifying learned information by using external cues. They form the forgetting and retention process of human memory along side *relearning*, which is not considered part of brand awareness (Svartdal, 1997). The importance of this is obvious as there is little to be gained from a well liked product, if no one remembers they like it, or recognizes it when they see it.

2.2.2 Brand image

The other component of brand equity is *brand image*. The American Marketing Association defines it as “the perception of a brand in the minds of persons. The brand image is a mirror reflection (though perhaps inaccurate) of the brand personality or product being. It is what people believe about a brand, their thoughts, feelings, expectations.” In other words, how we see a brand. Technically the image is created through the choice of benefits, attitudes and attribute and goes on to include choice of positioning, targeting, and segmentation. When all this is done, the result is a consumer who has stored a large or small number of various associations about the brand. An impression has been formed. The building blocks of a brand image, the very atom of its construction, are associations held in the minds of the consumers.

An informed choice

Only when you truly understanding how your public perceives your brand, the multitude of associations that may have been stored, that you can make an informed choice about how to best manage a brand. Without that you stand to loose out on possible brand extensions and brand alliances because you missed associations that are relevant in other product categories. You also risk making choices that dilutes and in worst case, ruins your image, and/or you fail to build future on the strength you do have. Your communication strategies fail because you are talking in the wrong voice in the wrong place (Supphellen, 2000). Still, no matter how important the associations are, they are affected by and excited alongside the actual attributes and benefits that make up the product. (Se 2.3 brand association section for definition of terms).

Following is a figure of the hierarchy of some of the concepts I have discussed so fare, as well as their components. It provides a summary before I go on to talk about associations.

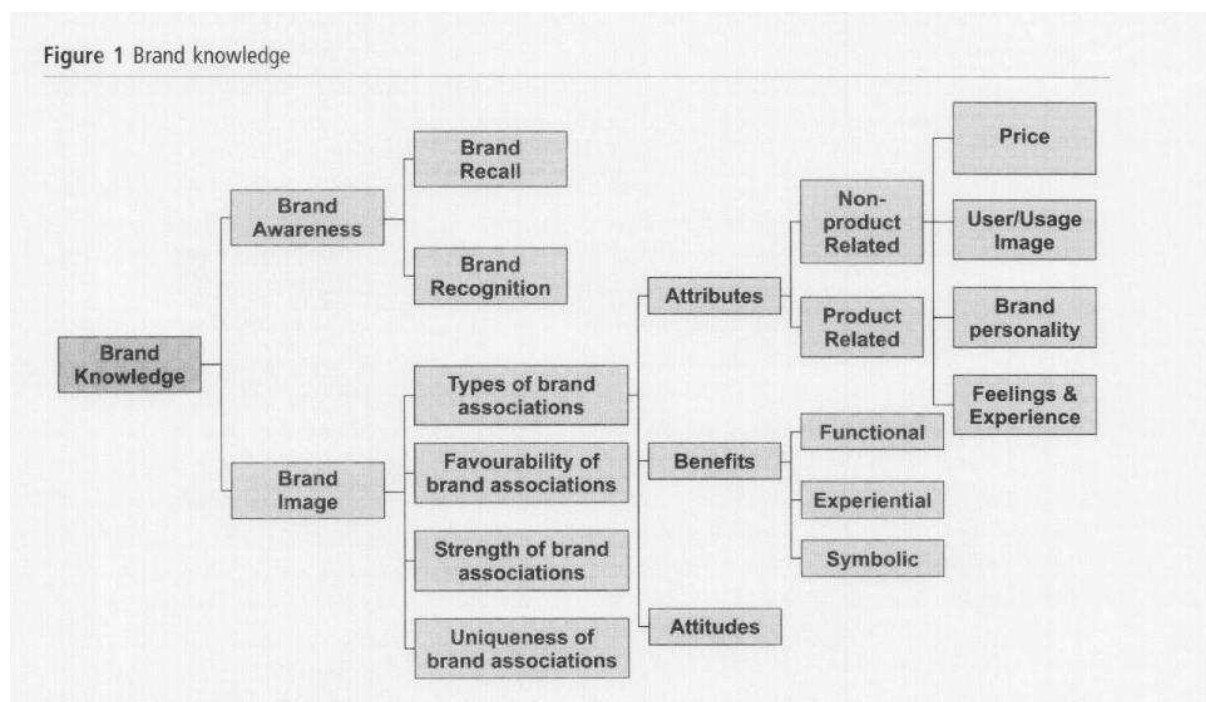


Figure 1: Overview of brand knowledge Keller (1998, p. 84)

2.3 Brand Associations

Before I discuss the nature of associations in more detail, I want to provide a broader picture to view them in.

Human memory process

Associations are parts of the *human memory process* which is essentially our capacity for storing and retrieving information. It involves three processes: Encoding, storage, and retrieval. *Encoding* is putting information into memory in different codes, systemizing it. In *storage*, information is maintained through three processes: sensory memory, short-term memory, and long-term memory. *Retrieval* is the process of getting information out of storage and is done by retrieval cues. *Retrieval cues* include associations, context, and mood.

(Svardal, 1997) Associations are what bring out the memory and the reason why you can access it. This highlights the importance of associations in good brand management as it facilitated retrieval and recall, without which purchase is unlikely.

The atoms of a brand

So what are these associations really? An *association* is “something that you connect in your mind with a particular memory, idea or feeling” (Collins Cobuild dictionary, web); or those perceptions, preferences, and choices in memory, that *links* to a brand (Aaker, 1991). They are

the means with which consumers' process and retrieve information. They are all the thousands of memories, experiences and feelings we connect to a brand. "They vary broadly from physical attributes, perception of people, places to feelings, beliefs and knowledge about brands, and they are all stored in consumers' memory" (Henderson et al. 1998 p.307). In essence they are the connection between two things. When viewed holistically, they make up a picture of how we perceive a brand. This, as well as need, is ultimately what may decide whether or not we buy a product. Associations are usually created by experience or exposure, and they can originate from a variety of sources including brand and product category experiences, advertising, usage occasions, product attributes, non-product attributes such as price information, user imagery and packaging.

The holy trinity: Attributes, attitudes and benefits

Keller (1993) divides association into three categories: Attributes, benefits and brand attitudes (See figure 1). *Attributes* are defined by the American Marketing Association as "The characteristics by which products are identified and differentiated. Product attributes usually comprise features, functions, benefits, and uses." *Attitudes* they define as "A person's overall evaluation of a concept; an affective response involving general feelings of liking or favorability. Keller defines *benefits* as "the personal value consumers attach to the product or service attributes... what the consumer thinks the product service can do for them" (Keller, 1993, p 4). Figure 1 further describes the relationship between the terms.

Not all associations are created equally

Keller (2003) looks at associations through three parameters and emphasizes the importance of having a favorable, strong and unique set of associations connected to your brand in order to create brand equity:

1) The **strength** of an association determines how easily accessible an association is in one's memory, both in terms of speed with which it is recalled and quality with which it is remembered. Strong associations become your primary associations while weak ones become your n^{+1} association. Two factors are believed to be important in determining the strength of a brand association: First is the personal relevance of the information (we remember information about what interests us easiest), second is the consistency in presentation of the information (repetition, duration and saliency eases recall) (Keller 2003).

2) **Favorability** “The favorability of consumers’ predisposition toward a brand is perhaps the most basic of all brand associations and is at the core of many conceptualizations of brand strength/equity” (Krishnan, 1996 p 392). In reality there will nearly always be both good and bad associations to any brand, so the goal should be that that the net associations are on the positive side, as this is the only realistic goal. More specifically favorability refers to associations that are desirable to customers, in other word that the product provides various benefits and attributes to the consumer that she/he appreciates. Three factors go into determining favorability: First is relevance of associations (do we care?); second is how distinctive the associations are (do we notice?) and third the believability of the brand association (is it true?) (Keller 2003).

3) **Unique** associations will create a point of difference when compared to other brands, and hopefully position the brand as superior on certain attributes, benefits or attitudes, in the minds of consumers (Keller 2003). The extent of uniqueness may even be used to indicate brand equity as differentiation is, as I mentioned earlier, the basis for premium pricing. But shared association is unavoidable. There is always something shared that places the product in the product category (Krishnan, 1996). If the brand is associated with other similar brands that are positively valued brand or share other positive associations, such as a “high end cosmetic company”, shared association can be an asset.

Krishnan (1996) looks at some additional dimension with which to study associations:

4) **Number of associations.** With a very rich and complex pool of associations like the one Coca Cola will have developed over a hundred or so year, recall and recognition is very easy as there are very many ways (associations) to the Coca Cola node.

5) **Origin of associations.** The foundation for this argument is that not all origins have the same effect on brand equity. The primary distinction is between direct (like trial usage) and indirect experience (like advertisement, word of mouth). Indirect experience can again be divided into non-market control (word of mouth) and market controlled (advertisement). We respond stronger and more lastingly to direct experiences. As such a brand that is highly dependent on direct experience based associations would have higher brand equity than one based on indirect experiences. For instance, Krispy Kream who initially did not advertise,

have through word of mouth, and a really, really good doughnut, managed to establish itself with great success.

2.3.1 Associations networks

Human memory can be said to consist of a network of nodes and connecting links. The nodes represent any stored piece of information; the links represent a connection to another piece of information. When your mind goes from the original node through a link to another node, the second node becomes an association. This usually happens either in the encoding phase or in the retrieval process (Keller, 1993). The fact that there is a link between the two nodes means that there is an association between the two in the mind of the person, and it is the link that makes the new node an association to the original node (Krishnan, 1996).

“Oh, what a tangled web we weave” (Scott, 1808)

“It is commonly held that consumers store information in memory in the form of associative networks” (Henderson et al. 2002 p, 397). In an *association network* the nodes are stored associations which, as already discussed, can consist of a great many different impressions. They are linked together by various links which possess different degrees of strength, usually based on multiple experiences and exposure. The stronger the link the less stimuli is needed to activate the connecting node (Henderson et al. 1997). When a subject is presented with a stimulus such as a brand, then that brand makes up the “original” node. The first nodes that are activated by the stimulus are the primary associations. The associations the primary associations activate make up the secondary associations and so on and so on. This is what is called “spreading activation” (Keller, 1993). This process makes it possible to form a mental map of a person’s view of a given brand, and as an extension of that, make an aggregated map of the view held by a group of people. This allows a brand manager to visually “view” the image of the brand and can be a very helpfully tool for the manager.

In the figure below “Nike” makes up the original node and the stimulus. The “Swoosh”, running shoes, Michael Jordan, and child labor make up the primary associations. Air pads, NBA, African American and Pakistan are secondary associations. Running shoes is the strongest association; typically this will be the first association mentioned followed then by swoosh. Michael Jordan and swoosh are a unique association for Nike, whilst the others might be shared with other athletic brands. Of the associations some are definitely more favorable than other, like Michael Jordan verses child labor.

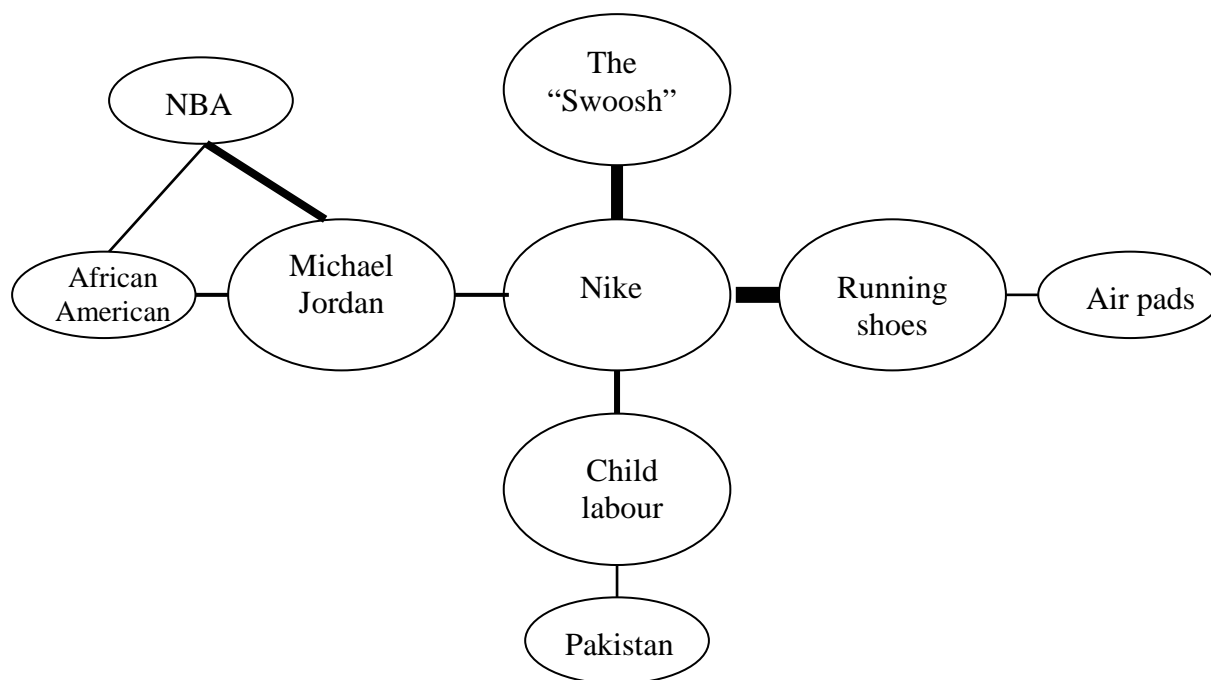


Figure 2: Example of an associative network

2.3.2 Elicitation problems with association

I hope to have demonstrated the necessity of understanding the associations connected to a brand by now. This lead us to the next step, eliciting. Explaining how this is done is however a far more complicated. The reasons why elicitation is so difficult can perhaps be said to be as complicated as the human mind. It takes us into a world of neurons, biochemistry and language fare beyond the scope of marketing and this thesis. Given the extreme complexity of the obstacles in association elicitation, I will only briefly try to explain them and I will do so primarily guided by Gerald Zaltman's 1997 article "Rethinking market research: Putting people back in" witch is a specialized and demanding article. I chosen to included this section because of the valuable insight it provides into human cognition, which is where brands ultimately exist. Understanding a brand requires understanding of the human cognition so I will venture to explain some of the basics. This section will make out the basis for choice of technique and for execution of my experiment.

2.3.2.1. Accessing unconscious memory

The very first problem that occur when eliciting associations, is that they are usually unconscious (Supphellen, 2000). A qualitative market research of inferior quality can easily produce no new insight, simply presenting obvious "top of the mind" associations, like BMW and "car" and "expensive". For a qualitative research focusing on associations to produce new

insight it must find a way to access the unconscious associations as well. This is a lot easier said than done.

Most thoughts, emotions and learning occur without awareness (Zaltman, 1997)

“Most emotions and cognitive functions, that guide thought and behavior, occur without awareness” (Zaltman, 1997 p 426). The feelings and thoughts we have are not the full spectrum of the emotional and cognitive experiences that we go through. They are only the emotions we *perceive* that we are experiencing, the tip of the proverbial iceberg, the rest, we are simply unaware of. The masses of stimuli that we are subjected to in the course of a day would completely overwhelm and paralyze anyone if they were to take it all in. Limited capacity is a function of absolute necessity. The consequence of this is that what we report when asked about our impressions is highly selective and thus unreliable. It is only a brief abstract of reality. We perceive far more than we are aware of, or could even imagine.

Nisbett’s and Wilson’s 1977 article discuss this issue. They go as far as to propose that “we have no direct access to higher order mentality processes such as those involved in evaluation, judgment, problem solving, and the initiation of behavior” (Nisbett et. al 1977 p 232). They claim that when people are asked about the reason for their action they simply report on what they think is a *likely* reason for it. They don’t understand the complexity of the *process* behind their action and opinions, only the *result*. As an example they use this: If you ask someone what their mother’s maiden name is, they can answer after a second. But if you ask them how they came up with it, they can not really answer. Metaphors provide an excellent way of overcoming this human “shortcoming” because it allows access to the impressions we not aware that that we have, the unprocessed and unregistered information. It gives us access to a fuller picture of the complex and extensive process behind an action.

2.3.2.2 Thought does not equal verbalization

Most unconscious impressions are nonverbal. These are impressions that simply have not gained verbal description; they have just gone straight to memory in an unprocessed form, mainly as words, images and sensory impressions. We are capable of storing memories from all our six senses in their original form or as well as raw emotions. Two third of all stimuli we are subjected to is visual, words make up a minority (Supphellen, 2000). This of course, presents a major challenge for market research, because even though impressions have not

gained the stage of verbalization, they still guide our behavior. We are often simply unaware of masses of stored stimulus and how it affects our actions (Nisbett et al. 1977).

Thought is image based, not word based (Zaltman, 1997)

“The idea that thought is the same as language is an example of what can be called conventional absurdity... There is no scientific evidence that language dramatically shape their speakers’ way of thinking” (Zaltman, 1997 pp 424”). Thought arises due to impressions of different kinds, and as most impressions are perceived visually, most memory is stored as visual images. Thinking that most thoughts are stored as articulated words is wrong. Verbalization does not necessarily come with the storage process; it usually comes later, with retrieval. You can think of language as a “grid” through which only thoughts that are verbalized can pass. All other impressions stay behind the grid, as impressions not yet processed into words. For an impression to reach the stage of verbalization it must be given enough attention and consideration. Seems easy enough, but considering all the impression we have during a day it is a mammoth task! But just because they did not make it into words, does not mean they are not equally real, important and a source of action. In spite of what people think, unconscious visual images are what make out the majority of our cognitive capacity, not words, and thereby they are a part of what guides us to action.

Most communication is non-verbal (Zaltman, 1997)

Though there is no accurate agreement, it is considered a rule of thumb that *most* human communication is shared non verbal. When faced with a conversation partner, you may think that the words are the most important part of the conversation when in fact it is not. Your gaze, gesture, proximity etc are equally important, and therefore often the impressions that remain after an encounter, including an encounter with a brand. Brand manager may like to think that what consumers remember about a brand are things like name, slogan, key ingredients etc, but this is not necessarily the case. A consumer is as likely to remember colour of packaging, smell of product, smile of sales person etc. A good research technique will take this into account and focus on the non-verbal communication as well.

The importance of metaphors (Zaltman, 1997)

A *metaphor* is an elaborate way of expressing something in term of something else. It is when the literal meaning and the intended meaning are different. Say “Sam is a pig” does not mean that Sam is an actual pig, but that he is believed to share many characteristics of a pig.

Literally the statement is false, Sam is not a pig, but there are many ways in which a pig and Sam are similar (Glucksberg, 1991). It is believed that metaphors help humans in meeting new stimuli by simplifying the comprehension and memorizing process. When we are subjected to new stimuli, it is possible to see it in terms of familiar stimuli, or to use other familiar terms, but this time as a metaphor. This allows us to reduce the “newness” of the experience. Gibbs 1999 article suggested that metaphors in fact were part of the structure of long term memory and our conceptual system. He argues that metaphors are a profound, socially conditioned and universal part of how we view the world. Taking, as he did, the example of “love”: There seems to be a universal understanding in the English speaking world to see “love” in metaphoric terms as a “journey”. “Look how far we have come, it’s been a bumpy road, we’re at a crossroad”, etc. It is hardly a coincidence and suggests that “love” is permanently linked through metaphors to the category “journey”. It is an “arrangement” that allows us to understand and communicate about the abstract and complicated nature of love in everyday, familiar and concrete terms.

“What ever else we are, we humans are metamorphosing animals” (Zaltman, 1997, p 425”) and understanding that is central to understanding the human mind. To return to the “metaphor” of language as a grid: Metaphors offer a shortcut to the unprocessed impressions we store behind the grid, thoughts that have not been retrieved and verbalized. Metaphors do this by letting an un-verbalized thought in the shape of metaphor pass through the grid; even though its intended meaning is still not verbalized. Eliciting metaphors offer a direct link to the masses of significant, but unprocessed, impressions humans hold. Once again the importance of eliciting metaphors is easily understood; doing so is another matter all together. Just as easily as it can display and demonstrate meaning, it can conceal it. Understanding and correctly “translating” metaphors puts high demands on techniques used to elicit them and the people conducting it.

2.3.2.3 Censoring, self-deception and self-monitoring

Assuming one has managed to overcome the hurdles of access and verbalization, there is still one more to overcome. The concept of *face saving* is common and central in a great many cultures, most explicitly in the east. It can roughly be defined as maintaining your honor/dignity/image or that of others. In western culture the concept however is a less conscious process. “Physiological mechanisms of impressions and self deceptions are automatically activated” (Supphellen, 2000 p. 324) in certain vulnerable situations. We all want to “look

good” to others and though he might not be aware of it; we often go to considerable length to do so, even “lying”. We conceal and self-sensor things that do not make us look good, simply by “forgetting” to let unfavorable thoughts, feelings and actions be verbalized. We monitor our surroundings making sure what we say, fits the pattern of behavior of others. DePaulo’s 1991 article calls this type of behavior self-presentational. Most of this, we are completely unaware of, and can be entirely innocent things like trying to not look scared of the dentist’s drill or pretending to like a dinner someone made for you. It is not necessarily an act of conscious deception (DePaulo 1991). As my subject is unlikely to be affected significantly by this problem, I will not venture further into the subject. However, one must always be aware of it as will I in the course of my elicitation phase.

2.3.2.4 Emotion and reason are of equal importance in decision making

Most humans are perhaps not as rational as we like to think. “The assumption that decision making is driven largely by relative overt and readily inspected logical inference is half right and therefore half wrong.” (Zaltman, 1997 pp 426) Emotions guide even what we consider unemotional questions, such as which detergent to choose. Which is not to say that we choose our detergent based on emotion, but that emotion and reason co-function in our decision making process. Most research techniques do not take that into consideration and focus on rational argumentation, and only strive to understand the rational part of it. Familiarity breeds comfort, and might just as well be why we choose Ariel over Tide. Low involvement, habitual purchases are especially prone to emotional responses, possibly giving detergent purchase an important emotional element (Supphellen, 2000).

2.4 Brand Alliance

Brand alliances are a rising and fairly recent phenomenon in the world of marketing. Research on the subject is limited compared to for instance brand extension with which it shares many features. Some of the sources I use in this section are concerning brand extension effects, but I find them to be relevant to brand alliance as well. This is also supported by the 2006 article “Extension to alliance: Aaker and Keller’s model revisited” by David Owen James who looked at the transferability of the research on brand extension onto brand alliances. He concluded that some of the elements of brand extension research apply to alliances and that the basic extension framework can be used when examining brand alliances. He especially emphasized the role of fit which I too have emphasized in my thesis. Brand alliances are a

strategy with great potential, and research on the subject is sure to increase significantly in the years to come.

“A rose by any other name would smell as sweet” (Shakespeare, 1623).

There are many terms, varieties and definitions for what I in this thesis will call brand alliance. *Terms* often used include:

- Co-marketing
- Co-branding
- Joint marketing
- Joint branding
- Joint promotion
- Symbiotic marketing
- Cross promotion
- Composite branding.

Different types

All these terms refer to one or more different *types* of collaborations between separate brands. I will briefly present some of the most common types of alliance and return to the subject in greater detail later:

- *Ingredient branding*, like “Intel Inside”, where one brand incorporates a different brand as an ingredient.
- *Collaboration on core components* (physical alliance) where two brands make a product together based on both brands skills like Betty Crocker and Sunkist cake mix.
- *Joint promotional campaigns* (symbolic alliance) where there is no physical merging of the two products only the suggestion of their complementary use like Smirnoff Vodka and Ocean Spray Cranberry juice.
- *Bundled product* where you get products from two different brands together, like Bacardi rum with a free Coca Cola.

Most of the time however, you will find collaboration placed along a continuum of these different types collaborations.

In this thesis I will use the term “brand alliance” for all collaboration types, if relevant I will specify which type of collaboration is being discusses. I define *brand alliance* as a situation in which “two or more brands are presented jointly to the consumer” (Rao et al 1999, p 259).

Cooke points out that “at their core, all co-branding alliances share the same strategic principal; they involve the putting together of the identities and brand equity of the brands involves” (Cooke et al. p 37, 2000).

2.4.1 What is to be gained by an alliance?

The ultimate goal of an alliance is to achieve higher value (read: financial return) through the leveraging of two or more sets of brand equity instead of leveraging just one. There are a number of advantages:

- If you chose your partner wisely, they will have either a skill or image that make the new launch more “natural” and easier to except. This should reduce cost of introduction and give ground for revenue.
- A brand alliance allows you to enter new categories that are relevant, but perhaps not relevant enough for a brand extension.
- A brand alliance is a way of repositioning a brand
- You gain access to your brand partner’s loyal customer as well your own.
- If you take two high equity brand and pair then together you get an even higher equity combination.

It does all this by taking advantage of the *skills* and/or the *image* of both partners. The synergy effect can be considerable. Uniting two brands gives an additively if not multiplicative effect on the number of customer who are aware of and who have a favorable view of your new product. Hopefully you can create a new and improved, stronger and truly uniquely positioned brand alliance, with a richer source of associations (Cook et al. 2000). Subsequently the goal becomes to also convince the *consumer* of the same, namely “that the double signature on the product represents increased value” (Levy, 1995).

Different alliances give different benefits:

You can imagine the different brand alliances along a scale. On the one side, the focus is mostly on symbolic on the other there is a merger of production and technology that is the goal. However the symbolic effect is always present in any alliance as the combination of two brands always has a symbolic effect.

1) Symbolic alliances

Examples of this are joint promotional campaigns like suggesting the use of Finish washing powder with Bosch washing machines. For this type alliance the goal is usually to suggest co usage and additional “hype”. Another and increasingly popular example is the new trendy “x for y” campaigns that are popping up everywhere like Karl Lagerfeld for H&M, Dolce & Gabbana for Motorola etc. These campaigns are concerned with the intertwining of images, perception and reputation. In this category the quality is observable, so there is less need for a partner to function as a quality alibi.

The goal in this case would usually be to gain access to the associations of the other brand by merging the associative networks of the two. In some cases the association transfer is from one to the other in return for financial compensation. In effect one brand is buying the other brands associations’. Connecting Dolce & Gabbana with Motorola gives Motorola access to Dolce & Gabbana’s core association which would be something like: Italian design, opulence, glamour, sexy, exclusive etc. Motorola’s association network is now likely to contain some these new associations though probably as quite peripheral association. These are association it is highly unlikely that Motorola would have been able to create on its own, and certainly not without great cost. These type of alliances are used as a tool for steering the brand images in the desired direction and there by increasing the equity and in the end increasing profits.

Dolce & Gabbana on their hand gets to capitalize on their brands equity as they are presumably amply compensated for the use of their name. It is also a way of increasing brand awareness and in affect a sort of brand extension. The trend for height fashion brand these days is to cater to the entire lifestyle of the rich and famous. Designers are now producing china, linens, water, hotels, and skies; no one just produces cloths anymore. A phone fits into this trend. A part of this proliferation strategy is also to produce affordable products to mass market without diluting the exclusive image. This has primarily been done trough perfume, but phones are becoming a popular choice with Prada recently launching it alliance with LG for a cell phone.

2) Physical alliance

On the other end of the scale the focus is physical (like collaboration on core components), on the co-production of the actual product. The goal in these types of brand alliance is to gain access to competence, or production facilities you do not yourself posses. A good example is the Walkman and Cybershot cell phone by SonyEriksson where the two companies brought

different skill to the deal. (Cooke et al, 2000). I will return more to this subject in the section about brand alliance fit.

3) Alliance as a quality signal

Rao and Ruekert's 1994 "Brand alliance as signal of product quality" article concerns the issue of using a brand alliance to signal brand quality. If the product has unobservable quality, one can rely on a reputable partner to give credence to claim that are hard to prove. The ideal partner is one who has everything to lose by backing an unjustified claim. As such they function as a quality alibi.

The information effect and brand alliances

The major motivating factor behind brand alliances is the effect on the brand equity and subsequent harvesting of it. One aspect of brand equity is the information effect of a brand. According to the Economics of information theory (Stiger, 1961), consumers "gather information until the point where doing so exceeds the value of further information" (Washburn et al, 2004 p 493). In other word attaining information about a product is seen as a cost to a consumer. Brands are seen to reduce this cost as they provide instant and easily recognizable information for the consumer. So Washburn et al, 2004 claim if you double the brand, you increase the information, you increase the service and this increases equity which again leads to the possibility of additional premium pricing. This holds true regardless of it is a combination of two high, two low, or mixed equity brands.

2.4.2 When brands collide

I want to discuss what happened when you put two brands together in an alliance. To that, I will quickly recap some pertinent aspects the process of human perception as introduced in the section about 2.3.2 Elicitation problems with association

Human perception

Human perception starts with "choosing" information that we "want" to register, and then ignoring the significant rest. This is of course is done unconsciously, and it is a highly selective process. Once something has gained our attention we filter the information through our "schema". The human mind is not a blank canvas every time new information is presented; it is always judges in accordance to previous experiences and in context. Say you have two straight lines closing each other at a 90 degrees angel. Our previous experience

allows us to call this a cross. Depending on the situation you could call it the letter X, the unknown, a multiplication sign, a cross road, or a religious symbol. This is called context effect. Sometimes the information does not fall as easily into place and we have to evaluate the information. This raises one of the fundamental questions about human perception: Do we objectively observe our surroundings (data derived perception) or to what extent do we judge our surroundings subjectively based on what “should” be there (theory bases perception)? In other words: Is what we perceive, interpret and evaluate integrated to “fit” with existing beliefs and attitudes (Svardalen, 1997, Simonin et al. 1998). There is significant evidence that we do in fact fill in missing information if we feel we know the “pattern”, that we are prejudice to what being relayed

The relevance to brand alliances is obvious. When we present familiar brands in a new context the perception of this, may not be as new as we would like it to be. How we judge a brand in an alliance is highly dependent on how we viewed it to begin with. On a basic level, human beings reject change to the comfort of the familiar and “try” to “resist” the perception of change.

Contrast effect

“A man of average height seems to be a runt (very small) when he is on a basketball court with much taller players; yet the same man looms like a giant when refereeing a game played by little boys” (Britannica encyclopedia). This is what is known as *contrast effect*, and is another example of human’s non-objective and contextual perception. We view and subsequently judge everything in contrast to past experiences and that process of comparison affects our final judgment. (Levin, 2002) In a brand alliance the other brand is what makes the contrast.

If you pair Lady Godiva with NutraSweet, suddenly NutraSweet looks a bit tasteless, literally and figuratively. Yet if you compare NutraSweet to a generic sweetener, NutraSweet becomes the full taste, high performing option. There has been done some testing on contrast effect mainly in price perception and consumer satisfaction literature (Lynch et al. 1991). They find that customer satisfaction is a “function of the discrepancy or contrast between obtained and expected outcome (Lynch et al. 1991, p 284)”. An extension of the contrast effect is if one or both of the parent brands are considered to be a high performing brand. This will lead to high expectation for the alliance brand. Subsequently, you may be less satisfied with the alliance

product, then you would be with the same exact product, if the parent brands were not known as high performing creating high expectations.

Associative learning

Associative learning is when people make connections between various events that occur in their environment (Shimp, 1991). Instrumental learning and classical conditioning are examples of associative learning and I am going to introduce the subjects further now.

1) Classical conditioning

Pavlov's dogs² are the text book example of *classical conditioning*, and in essence the same thing that happens during transfer of association in a brand alliance. Aristotle (unknown source) defined it as "When two things commonly occur together, the appearance of one will bring the other to mind." Say you have a familiar, well liked brand like Kellogg, which is a high equity brand with a rich association network surrounding it. Then you pair Kellogg with an unknown brand of milk and present it as one package over and over again. Eventually the unknown brand of milk, which has no associations of its own, will provide you mind with a shortcut to Kellogg's association. With time these association eventually becomes the association of the unknown brand of milk, and you have a transfer of association. Within classical conditioning this is called *stimulus generalization* and is when the response to one stimulus (Kellogg) is transferred to another stimulus (unknown brand of milk). (Washburn et al, 2004). Park et al. 1996 article looks at this phenomenon and included it in their hypothesis testing. They found that when there are highly salient attributes / well-performing highly salient attributes in one of the parent brands, the alliance brand is perceived to have these characteristics as well.

The flip side to this question is whether Kellogg is open to association transfer onto itself from the new partner brand. I have raised this question in the section about association feedback effects and will address it further there.

²Pavlov noticed that his dogs began to salivate in the presence of the lab technician who normally fed them, and not just at the sight of their food. He wanted to test this and began using bells to call the dogs for food. Soon enough the dogs started to salivate in response to the bell. Thus, salivating at the sound of the bell, become a classically conditioned (learned) response.

There is a third side to this phenomenon. Just as a brand can give association to certain usages situation and categories, the usages situation and categories themselves can itself invoke a brand. It is possible for a brand to get so caught up in its usage situation, product category or customer benefits that it is virtually immune to association transference. Take for example vacuum cleaning brand Hoover³. The fact that some still refers to vacuum cleaning as “hoovering” is a strong statement of the massive impact Hoover has had on vacuum cleaning and vice versa. Though Hoover is considered strong technically and a reliable brand, it would be hard for Hoover to be anything other than a vacuum cleaner, and as such, a bad partner in any alliance that brought the brand out of its product category. (James, 2005).

2) Instrumental learning

In *instrumental learning* an animal learns to perform particular behaviors in order to obtain a reward. In marketing this would play out as being rewarded for buying the brand by having a positive experience with the brand. This leads to repeat in behavior, including a purchase where the brand is in alliance with another brand.

Limitations in human perception

Context effects, contrast effect, theory based perception and schemas occur in all human perception and they are simply a fact of life. Brand managers are as subjected to their effect as the consumer. They are impossible to overcome, yet their effect can be mitigated if you are conscious of the problem. It may well be worth the effort, as anything that clouds one's judgment and impede clear information is something to be concerned about.

2.4.3 Fit: The make or break of an alliance

There seems to be one factor that dominates in determining whether an alliance will be a success or not, and that is *fit*. This is consistent throughout all articles and textbooks. The other major factor that contributed was quality in the parent brand. The higher the quality of the parent brand was perceived to be, the higher the quality of the alliance brand would be perceived. Before I continue I would like to start with a figure to help in my endeavors as it demonstrates most of the effects I will examine.

³ Hoover is the original creator of the vacuum cleaner for private use in 1907. To this day, it is still a leading brand in the American market.

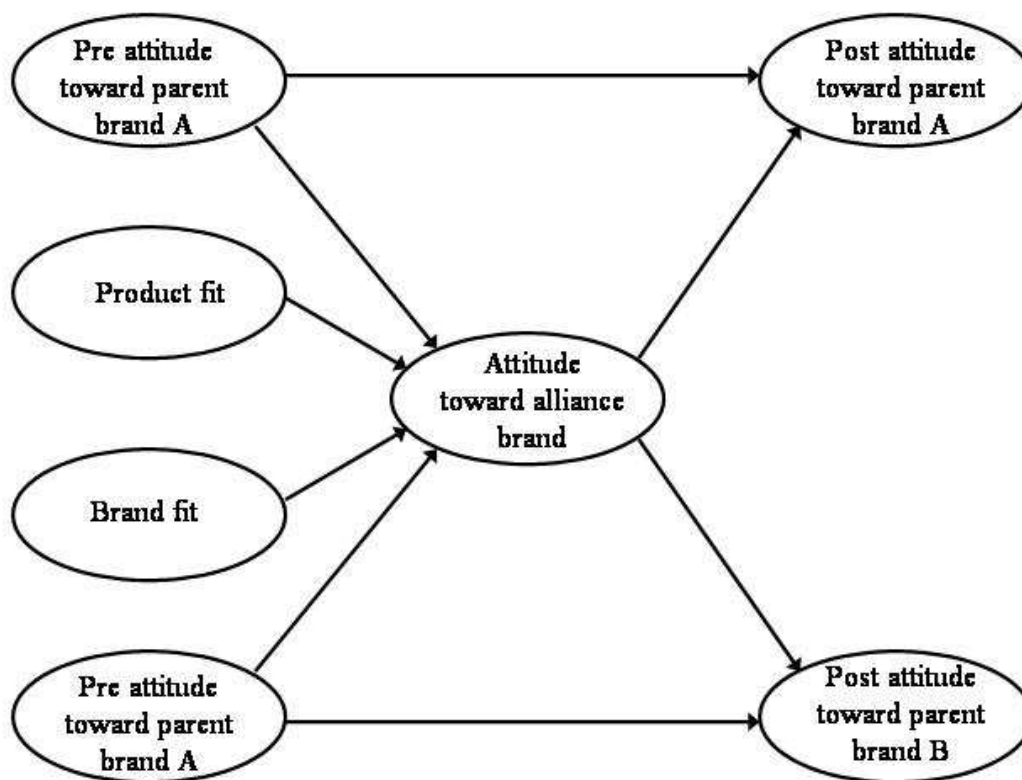


Figure 3: The brand alliance situation (After Simonin et al. 1998)

Fit of brand personality

“Brand personality” is defined as “the set of human characteristics associated with a brand” (Aaker, 1997 p.347). The basis for looking at brands in terms of brand personality is that people have a tendency to view a brand as having lasting human characteristics (this is known as *animism*). These lasting human characteristics become part of the association network and as such potentially transferable to the brand partner or alliance brand. James et al 2006 article “Does the tail wag the dog? Brand personality in brand alliance evaluation” discusses the issue of brand personality as a basis for a brand alliance. They concluded that where there was a fit in the brand personality of allying brands there was an increased intention of purchase. Brand personality contains the quality of rising above usage situation, product category, specific customer benefits or even core competence. Image is by nature and abstract phenomena an understanding, the “feel” of the union can be a significant determination of its success. (Aaker et al, 1990). As touched upon before, we are not creature of supreme logic and there is much to be gained by not only assuring compatibility on concrete and functional dimensions, but also in such terms as brand personality.

Relevance, a requirement for association transfer

It seems that relevance is an important factor in determining if there is association transference to and from the brands in an alliance. For Vicks, who is a cold medicine expert, an alliance into electronics might seem odd and unlikely to be subject of positive association transference. But when the electronics turn out to be thermometers, vaporizers and humidifiers for relieving cold symptoms; the transition is easily accepted and the immense standing Vicks has as a cold reliever would transfer easily and well onto the new products.

However, transfer of an association that is a value in one category is not necessarily a success in another. What is considered a desirable attribute and association may not be wanted in another category. (James, 2005) Say you have a hard hitting, thought acting, drain cleaner, that is ultra efficient, but toxic and skin irritating. They enter into alliance with a daily dish washing detergent. You want your dishes clean, but do you want them that clean? Though the two product match as complementary skills go, and generally are considered quality brands, the drain cleaner “efficiency” might simply be too much. The dishwashing mom wants something that works well, but is still gentle on her hands and nails. Toxic and irritating becomes an unacceptable association.

Another case is where what does not present a problem in one category might in another. As an example the James 2005 article used a brand alliance between Vidal Sassoon and Ambre Solaire to create a sun-protecting product for the hair. Though the two product match on complementary skills, and are considered quality products, the concept of “sticky, greasy” is closely linked to Ambre Solaire as it is to most sun lotions brands. This is not a problem for sun lotion, but that does not mean you accept it in your hair, and that gave the alliance a mediocre purchase intention.

Complementary skills

The expected quality of the new product due to complimentary skills of the parent brands is a significant factor in determining success of the alliance product. The examples used in the James 2005 article are the alliance of Filofax and Sony and Filofax and Calvin Klein to make an electronic personal organizer. All three are considered high quality brands, which in itself are significant in assuring an assumption of good quality in the end product, but it is not sufficient. When they paired Calvin Klein with Filofax no one really believed they would know anything about making an *electronic* personal organizer. “Calvin Klein knows nothing,

there're disorganized" (James, 2005 p 9). Calvin Klein brings nothing but style to the deal and that apparently is not nearly enough. When they paired Sony with Filofax however, the reaction was quite different. "Excellent combination! Guaranteed success! Made for each other!" (James, 2005 p 10). Here they both provided their unique set of skill and combined, it is an excellent mach. Filofax is the lading personal organizer and Sony is the leading small electronics company, together they have all the expertise needed.

In closing I wish to give a brief summery of the advantages and disadvantages of a brand alliance

| |
|--|
| <u>Advantages</u> |
| <ul style="list-style-type: none"> • Helps positioning • Lend needed expertise on collaboration on core competencies • Gives access to the other brands image and consumers • Function as a quality signal • Leverages two sets of equity in stead of one • Expand into related categories beyond the scope on brand extension • Source of additional revenue • Opens to new consumers |
| <u>Disadvantages</u> |
| <ul style="list-style-type: none"> • Risk of brand equity dilution • Lack of control • Vulnerable to misconduct by partner • Negative feedback effect • Reduced brand focus and clarity • Organizational distraction |

2.5 Feedback Effect

How do you evaluate the success of a brand alliance? It might be creating revenue, but is it costing the parent brand more? Thorbjørnsen, 2005 looks at the effects of a brand extension and some of the perils that go with it, most importantly the risk of diluting your brand image as does Park et al. 1993. This related to brand alliance as a note of caution: It is not enough to consider the effect of the parent brand on the alliance; you have to also consider the effect of the alliance on the parent brand (on brand extensions). When all you have to differentiate yourself from the competitors is your brand, any damage to it can have significant financial consequences. In this section I will look at the effect the alliance caused the parent brand also know as “Post attitude toward parent brand A & B” as described in figure 3 in the previous section. I will relay upon sources written about both brand alliance and brand extensions and I refer to 2.4 brand alliance for reasoning behind this decision.

2.5.1 Feedback effects on parent brands

Feedback effects can be defined as “the transmission of evaluative or corrective information to the original or controlling source about an action, event, or process” (Merriam-Webster Online Dictionary). Another term used about feedback, is *reciprocity* and it is defined as “changes in consumer’s original brand attitude and beliefs caused by brand extension” (Park et al. 1993, p 28).

The starting point for looking at feedback effect is what is known as “schema theory”. A *schema* is defined as a “Category in long term memory containing information about a specific event person or object” while *schema theory* “explains how schemas are formed and change over time” (Supphellen et al, 2004, p. 178). An associative network is such a schema, and different schema theories describe different ways associative network can change over time due to a brand alliance. The Thorbjørnsen 2005 article presents some different feedback effect scenarios (schema theories) and their different affect on the association networks (schema) of the parent brands due to new brand extensions.

Assimilation

One feedback scenario is the case of *assimilation*. In this case, new associations caused by the extensions (or alliance) are fairly similar to the original ones of the parent brand, and they are easily assimilated into the pre-existing association network which remains essentially the

same. There is no incongruence to cause “trouble” and you simply extend your associative network a little. For instance you can go from viewing the brand as simply one that produces chocolate, to one that produces chocolate ice cream as well. No “biggi” (Park et al. 1993).

Accommodation

In cases where the new and the old associations differ significantly, the association network is accommodated to fit the new associations, in other words, your view of the parent brand changes. This is called an *accommodation* model. An example could be if a new extension (or alliance) product is not performing well. This would then change your original view of the parent brand as a high performing dependable brand, to now view it as an unpredictable and unreliable brand. Your opinion has been accommodated to the experience. (Thorbjørnsen, 2005; Park et al. 1993).

Sub typing mode

Another view of what happens when new and the old associations differ significantly is the *sub typing mode*. It claims that when an brand extension's product deviates significantly from the original concept, then the extension brand will “be stored in a separate cognitive category” (Supphellen et al. 2004 p. 178). Relating this to an alliance situation then the alliance brand will be stored in a separate category. One “considered extension and categories as subtypes, with separate sets of beliefs associated with each subtype” (Gürhan-Canli et al 1998). Only impressions that fit with the original one will be stored in the original cognitive category. This type of schema models implicates that “incongruent extension (or as in the case of Innéov an alliance) will thus have no effect on the parent brand. (Thorbjørnsen 2005 p. 252). This means there is little threat of negative feedback effects. This scenario is most common when it is a low involvement product, as you “cannot take the time to adjust” to the new impressions and choose the path of least resistance of creating a new impression. Inconsistencies are simply shipped away to subtypes. In dealing with these different forms of scenarios it is important to remember how the human mind functions and that adjustments, even to soap, is resisted.

Book-keeping model

The fourth and final type is what is called the *book-keeping model*. This model believes that *all* impressions, regardless of fit of extension (or alliance), will be stored around the parent brand, potentially leading to a changed perception of the parent brand. All new information is integrated. This happens typically with high involvement product as you are willing to take

the time to process all information and change your view because it is a product category of some importance to you. (Gürhan-Canli et al 1998, Thorbjørnsen, 2005)

Simonin et al. demonstrated in their 1998 article what might seem obvious: Brand alliances of various types significantly affect the parent brands. Obvious or not, it confirms the existence of feedback effects. Even brands that have been in many previous alliances are significantly affected by an alliance. They go on to confirm that the way we view the parent brand before the alliance affects how we view the alliance and that the alliance affects how we view the parent brands, post alliance.

2.5.2 The effects of fit

As mentioned in the section about brand alliances the concept of “fit” is tremendously important. Thorbjørnsen 2005 article emphasizes this in stating that congruency is significant in determining what kind of feedback scenario one experiences. This could be the case in an uncomplimentary brand alliance as well, but I find little research mapping the different effects. There is however, ample research stating the importance of fit, for the consumer to accept the alliance. This is addressed the 2.4 brand alliances section.

Park et al 1996 article “Composite branding alliances: An investigation of extensions and feedback effects” divides the effects of an alliance into the effect of the header and the modifier. The *header* is the first noun of the alliance (Slimfast cake mix) and the *modifier* the “by” brand (by Godiva). The position of the parent brands as header and modifier, matter in the formation of attribute profiles for the alliance and for the feedback effect on the parent brands.

If the two brands are highly complimentary in their attributes, then an alliance *may* be more successful than a simple extension of the individual brands. In this case the qualities of the modifier might even be assimilated into the header brand. This states a belief that the modifier is more important in determining the success of the alliance than the header. If the modifier is complimentary to the extension then the alliance will most likely be more successful than a simple extension by the header brand. They even go as far as stating that attribute complementarity is more important than that the two parents brand are individually rated as favorable in determining the successes of the alliance.

The modifying effects of familiarity

Simonin et al (1998) article goes on to look at the modifying effect familiarity has on feedback. If the two parent brands are not equally well known (familiar), then they will not receive the same feedback effects. The reverse also being true, if they are equally familiar they will experience equal feedback. The general rule seems to be that the less known a brand is the more susceptible it is to feedback effects. This follows common sense; as if you do not know a brand well, then you are more willing to accept new associations and new experiences as valid. The low level of associations held about an unfamiliar brand also means that it contributes less to the evaluation of the alliance brand. You do not already have strong opinions about the parent brand so you will not have many opinions about the alliance brand either. Familiarity also effects how we see the importance of fit. Fit is usually very important in how we view an alliance, but this decreased and familiarity is decreased.

3.0 THE BRANDS AND THE MARKET

3.1 Introducing the Brands Involved

L'Oréal

Starting out in 1907 with a single hair color formula, L'Oréal is now considered the largest cosmetic company in the world. It is distributed in 130 countries and its sales in 2005 were 14 billion €. L'Oréal prides itself on its strong dedication to research and development, putting 3.4% of annual sales back into R&D. It has 23 brands, 18 of these are global, in four different categories: Professional hair care, consumer cosmetics, luxury cosmetics and active cosmetics sold only through pharmacies. 29% of L'Oréal is owned by Nestlé, while 30% is owned by the original L'Oréal family, the remaining shares are publicly traded. (L'Oréal homepage)

Nestlé

Nestlé was founded in 1866 by Henri Nestlé and is currently the world's largest food and beverage company involved in milk products, nutrition, ice cream, prepared dishes, cooking aids and candy and some pharmaceuticals and pet food. Its sales in 2005 were 91 billion Swiss francs (ca 53 billion €), and they have factories or operations in almost every country in the world. The pride of Nestlé is its Research Centre which employs 670 people, including over 300 scientists from 45 nationalities. It also had 173 outside scientific contracts, 240 scientific publications and 27 patents in 2005. (Nestlé homepage)

While Nestlé is perhaps the leading food brand through most of the world, it has not succeeded in getting the same foothold in Norway as in the rest of the world. Norwegian brands such as Toro, Tine, Freia and Nidar, Diplom and Hennig Olsen dominate many of the product categories Nestlé usually dominates.

Innéov

Legally going under the name Laboratoires Innéov, the brand name is Innéov. The venture is based in France with L'Oréal and Nestlé holding 50-50 per cent each of the joint venture. The two companies are co-creating a new product in a fairly undeveloped product category. It is in a fusion segment where cosmetics meets nutrition and diet supplements. They call the segment "Nutricosmetics". Innéov is a diet supplement made to improve the quality of your skin and hair. As Nestlé has no experience in marketing in the beauty market, Innéov will be marketed by L'Oréal. The basis for the alliance and the product itself is the joining of

considerable research resources. By combining Nestlé extensive experience and knowledge in food, nutrition and pharmaceuticals with L'Oréal extensive experience and knowledge of the science of beauty, the result is an alliance with huge potential both in terms of the actual product as well as in the marketing aspects. There are four different products in the Innéov line: (1) For rebuilding and strengthening weakened hair; (2) For protecting the skin from the sun, and increasing your tan; (3) For countering dry skin and finally (4) For fighting the age process in the skin. The different products are specified for different age groups. The brand and the actual products are introduced in further detail in appendix I Introduction material. It contains the information material that the respondents are presented with before answering my questions.

3.2 Nutricosmetics: Where Nutrition Meet Cosmetics

The market for nutricosmetics has already been developed by brands Evelle and Imedeen in Norway. However, this is a little known product category, and these are little known brands.

Imedeen

Imedeen is made by Danish Ferrosan, a Scandinavian manufacturer of pharmaceuticals, herbal medicines and dietary supplements. Imedeen does seem to go for the same type of image as Innéov and it is the most know contenders in the market. Imedeen has an upscale imagery and the product is primarily sold in the leading exclusive cosmetic chain Esthetique. The main difference between the two brands is the lack of assumed scientific credence which well known companies such as L'Oréal and Nestlé have. Also they have slightly different products, one for women past menopause and none for the hair. Imedeen would stand to gain from more focus on the nutricosmetics segment as it is already an established brand in the category. If Innéov is to meet competition in this segment it would come from Imedeen. My personal opinion however, is that given the fanfare of typical L'Oréal launch, and the strong scientific alibi Nestlé provides, Innéov would not be significantly threaten by the presence of Imedeen, and perhaps aided by their work in developing the category.



Figure 4: Images from the Imedeem.com

Evelle

Evelle is manufactured by Pharma Nord, a leading European pharmaceutical company which specializes in alternative medicine and nutrition. Evelle is sold through health food stores, and as such, lacks both links to beauty and conventional science that Innéov possesses. Evelle is less known than Imedeem, and has a stronger emphasis on its botanical, natural ingredients and alternative healthcare. The product is also marked as more “folksy” and with less abstract high-class black and white photo, having sporty, natural people and flowers in their imagery. It is likely that this product caters to a different segment within the nutricosmetics market.

Figure 5: Images from evelle.no



4.0 METHOD

4.1 Market Research

Market research is defined as “the systematic gathering, recording, and analyzing of data with respect to a particular market, where market refers to a specific customer group in a specific geographic area” (American Marketing Association). My market research will be on the brand alliance between Nestlé and L’Oréal, their alliance product Innéov and possible feedback effects on one of the parent brands.

Finding my focus

Given the scope of this thesis, I have chosen to look only at the feedback effects on *one* of the two parent brands. After having conducted a few pilot studies where I looked at the perceptions of the brand involved (Innéov, Nestlé, L’Oréal), it became clear that L’Oréal and Innéov shared many of the same elements in their image. On this basis, I have chosen to look only at Nestlé, as there seems greater chance of a feedback effect on this brand.

Age

The Innéov products are aimed at different age groups: Two products are simply for “adults”, while the other two are for women from the age of 30/35 and up. I have chosen to use respondents aged 25 and up. I believe this to be validated by the fact that it is not known which of these products will be launched first in Norway. Those currently under the age of 30 will inevitably move into the segment for “mature skin”, further rationalizing this choice.

Gender

Though only two of the products are specified as being for women, I have chosen to focus on female respondents, as this will most likely be the target market and main source of revenue.

Geography

Innéov has since 2003 been launched in Belgium, France, Germany, Portugal, Spain, Poland, Austria, Greece, and Switzerland. I know of no immediate plans to launch the product in Norway. However, given the newness of the product and the product category, there is every reason to believe that the product will eventually be launched in the Scandinavian market. L’Oréal has traditionally treated Scandinavia as one market, and given its size and wealth, it is a lucrative one. I am assuming much the same approach will be used in the Innéov alliance,

and that there will be a Scandinavian launch. I have chosen to focus on the Norwegian market in order to limit my research, and assuming as L'Oréal does, that the taste and choices of Scandinavia customers bear enough resemblance to be treated as one.

4.2 Research Objectives

It is not enough to know what subject you wish to learn more about. You have to define and formulate your quest so that it can be answered through market research. This is called the *research objectives*. It is “the aims or purpose of a marketing research study” (Monash university, web). Put simply: *What you are going to investigate?* There are generally three major fields of objectives:

- *Exploratory research objectives*, which focuses on gathering preliminary information that helps, define the problem and that guides the choice of hypotheses.
- *Descriptive research objectives* look to describe marketing problems, situations and markets.
- *Casual research objectives* focuses on testing hypothesis or understanding cause and effect (all definitions, Kotler et al. 2005)

4.2.1 Thesis objective

My objective is to look at the brand alliance Innéov created by Nestlé and L'Oréal. I wish to examine the possible feedback effects of this alliance on the parent brands. As such, my *objective is casual*, as I wish to examine if there can be a discernible effect of the Innéov alliance (*cause*) on one of the parent brands. There is also an *explorative* objective in my thesis as an important part of my work has been examining the associations held about one of the parent brands (Nestlé) and associations triggered by information provided about the new brand (Innéov), and presenting my findings.

4.3 Research Design

Research design is the “framework or plan for a study that guides the collection and analysis of the data”. Put simply: *How are you going to conduct your investigation?* There are three general types of designs, and they correlate with the three different types of objectives:

- *Exploratory research design* “emphasizes on gaining ideas and insights; it is particularly helpful in breaking broad, vague problem statements into smaller, more precise sub-problem statements.”

- *Descriptive research design* “emphasizes on determining the frequency with which something occurs or the extent to which two variables co-vary.”
 - *Causal research design* “emphasis on determining a cause-and-effect relationship.”
- (All definitions this paragraph: American Marketing Association)

4.3.1 Thesis design

This thesis endeavors to elicit the associations held about a brand, and whether a parent brand is affected by the alliance. This is why I have chosen a *casual qualitative design*. The actual techniques chosen are described in detail in section 4.5 about elicitation techniques

Casual design

The casual design of my thesis is reflected in the order and layout with which the interviews are conducted. This is what determines the causal research objective of the thesis. As I will come back to later in this section 4.4 collecting information, I will conduct two sets of studies: Half of the respondent will be introduced to the un-launched brand Innéov (the stimuli) from the very beginning of their interviews. The other half will only be introduced to Innéov half way through their sessions. Comparing the results from the two studies will provide a pre and post alliance impression of the parent brand, and as such it will demonstrate the presence of a possible feedback effects from the alliance. I will try to understand the *effect* of the placement of the stimuli Innéov (*cause*) has on the associations held about the parent brand. This is cause and effect, in accordance to my causal research objective, and leads to a causal design.

It is important here to make a distinction against *confirmatory research*. I am not trying to determine if the choice to enter into an alliance was the right one, or if Innéov will be a success. I am concerned with how the brands are perceived, and whether the presentation of the new stimulus (which so far is a ‘hypothetical’ product as it is yet not available on the Norwegian market) can be expected to have an effect on a parent brand, and will present this as neutrally as possible. (McQuarrie, 1996)

Exploratory design

“The goal of exploratory research is to discover” (McQuarrie, p 7, 1996), and that is exactly what I am trying to do. This is the reason why I consider there to be an exploratory element to my design. I wish to look for feedback effects, but I cannot a priori define how I expect them

to affect Nestlé. As my research continues, I will gain further insight into this phenomenon and the exploratory design has the helpful feature of allowing a degree of flexibility, as new information is gained in the course of the study. I will also focus on exploring the association held about the brands in question and present them.

Qualitative technique

A *qualitative technique* is when data collection is done in the “field”. Data is obtained from a relatively small group of respondents, and it is not subjected to statistical analysis. Instead it attempts to understand and gain insight into the phenomenon it studies. The main objective is for the researcher to form an impression. Its goal is not to define, categorize or prove, but rather to understand and explain (Selnes, 94). The focus of my thesis is to understand what people associate with the brands in question, pre and post alliance, and examine if there us any discerning change. All the techniques I use are qualitative in nature and have as its main purpose to give me a series of impressions. The sum of all these impressions is what I will eventually draw my conclusions from.

The stimuli

The *stimulus* in this case is the brand Innéov. As the Innéov is not yet launched in Norway, I will not be subjecting the respondents to the actual product. As this is not a product based on giving *experiential benefits* (giving variety, sensory or cognitive stimulation), having the actual product there seem less important. It is primarily a product aiming at providing *functional benefits* (intrinsic value of the product), and to some extent *symbolic benefits* (related to underlying needs for social approval or personal expression and outer directed self esteem) (All definitions, Keller, 2003). The latter is what the L’Oréal marketing machine does best and is always a well executed element in their products. Innéov has been launched in several other European countries and there is a wide array of information and pictures available on the internet. I have prepared a portfolio of images and some text that I have translated from the German webpage (www.Inneov.de). This introduction material is included in the appendix as appendix nr 1. I have tried to capture the essence of the product as well as provide factual information. L’Oréal is the company responsible for the marketing and they always create a strong and desirable image for their products. In the introduction material there is also ample information about the origin of the product and its parent brands, and the different Innéov products. This will act as Innéov stimuli and give the respondents an insight into the actual products.

4.3.2 Layout of the study

I will conduct the study by using two groups:

- (1) The *pre* alliance group
- (2) The *post* alliance group

The difference between the two will demonstrate the presence of possible feedback effects.

Group 1: pre alliance

Elicitation is done through a series of different elicitation techniques, described in the section 4.5 elicitation techniques. First I map their current association to Nestlé before they are introduced to Innéov. As the Nestlé brand is already launched and as I wish to map the presently held associations, I will not use any kind of stimuli for Nestlé. Once this is done the same techniques will be used to elicit their associations' about Innéov. There are 19 respondents in this group and not all techniques were executed on everyone.

Group 2: Post alliance

This group will be subjected to the introduction material about Innéov at the very beginning of the study. Once the respondents have had enough time to go through it, I will go on to measure the association held about Innéov. Once I have completed the mapping for Innéov, I will do the mapping for Nestlé. There are 19 respondents in this group and not all techniques were executed on everyone

Mapping the feedback effect

Comparing the associations held about Nestlé in the two groups will provide a pre and post Innéov alliance sample. The post alliance association will contain all new impressions and information that resulted from exposure to the Innéov alliance. Comparing the two will give a picture of the possible changes/feedback effects caused by the alliance for Nestlé. This setup is what gives my research its causal design. I am trying to uncover if the Innéov alliance may *cause* a possible *effect*, and *if* it does, what this effect may be.

4.4 Collecting Information

In the brand associations section I gave an introduction to the complex nature of the association held by humans. Given this circumstance, one could think that obtaining valid, representative, and insightful responses in an associations study, is a task worthy of Hercules. However, where there is a will, there is usually good research available guiding the way.

4.4.1 Overcoming the challenges

A fundamental requirement for any research is that one should not use only one elicitation technique. Assuming, as I have done in the section about brand association, that there are three major hurdles to overcome when eliciting associations, (verbalization, access and censoring) one will find that no *one* method can overcome all three hurdles. In stead, you need a portfolio of techniques to cover all three. There is insight to be gained by trying different techniques directed at the same obstacles. We are all unique in our own way and different people respond differently to different techniques. Some respondents are highly emotional and will respond well to a brand personality test, while others are visually charged and will respond best to the Moodboard technique. (Supphellen, 2000) It is important to be flexible and willing to adapt to individual differences when conducting interviews. This will give a better chance of obtaining good responses.

The issue of objectivity

Given the considerable diversity in how respondents react and reply to the different technique, relying solely on saliency and frequency to determine the strength of an association may not be the best of choices. Yet Keller's suggestion to do so is not difficulty to understand (Keller 1998, ch 8). It will provide the study with more objectivity and objective results. However, when objectivity comes at the cost of understanding "reality" the price is too high. As I have already discussed before, understanding and knowing ones own mind is no small feat. Moreover, gaining access to unconscious associations is an ability not equally possessed by all. Some will have greater insight into their unconscious thoughts and therefore produce associations that are shared with other, even if others cannot access them. Some provide amazingly rich association network while others barely provide the most obvious association. Then again the less responsive respondents may eventually be lead to provide greater detail when given the right trigger. And that trigger will be different for different people.

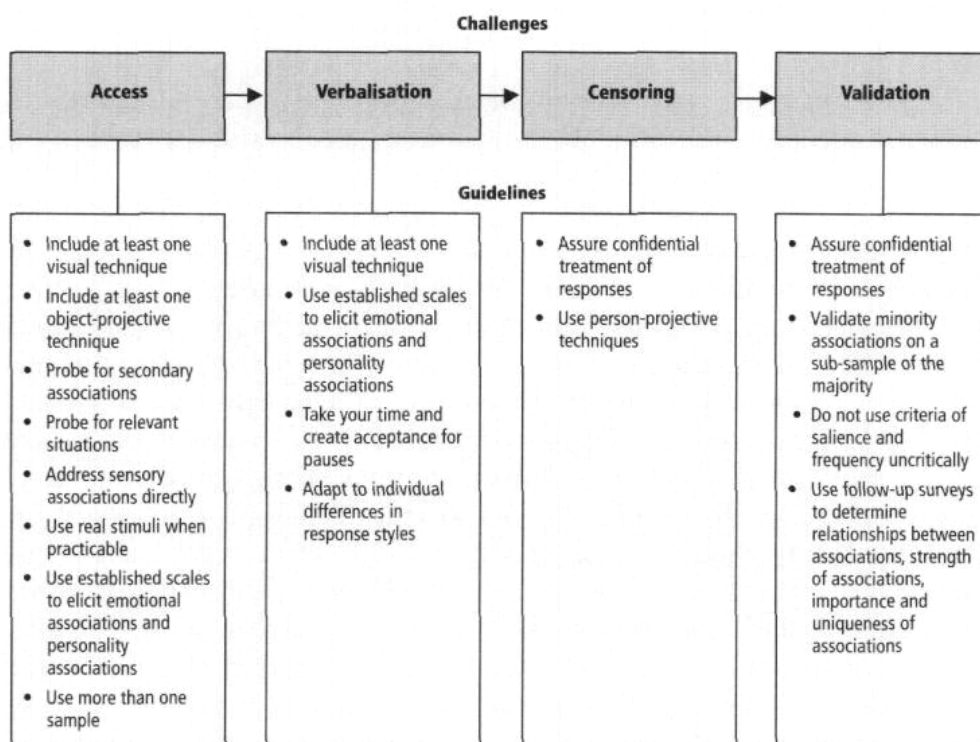


Figure 1 Major challenges and practical guidelines

Figure 6: Elicitation challenges (Supphellen, 2000 p. 327)

4.4.2 Executing the methods

Verbalization is a difficult process that may impair memory for visual associations or other non verbal associations. Thus, visual techniques should be used before verbal techniques (Supphellen, 2000). However, visual techniques have the disadvantage of requiring a stimulus, some kind of visual image. If the correct image is not present, you risk losing out on important association that will not be triggered. Given this I have chosen to use open verbal techniques first, on most respondents. However, on a small group I used the Moodboard techniques first and subsequently verbal “follow up” question.

When using visual techniques, it is not recommended to use moodboards and object projective techniques on the same respondents. The reason for this being that the techniques are so similar that they might result in one simply reproducing one's answers from the previous exercise.

Besides using two different groups to establish pre and post alliance impressions (see section 4.3 on research design), practical reasons required the use of two different settings for conducting the interviews.

Setting A: I am present with the respondents

Setting B: I communicate with respondents over phone and e-mail

Setting A: In person interviews

In this setting I am personally present with the respondents and this group represents the majority of the respondents. I started the session by giving a short presentation of what was going to happen during the interview though making sure I was not revealing the purpose of my interview. I emphasized that responses would be treated confidentially in order to create trust and make the respondent feel free to express their thoughts without fearing exposure. (I have discussed this subject more closely in the section about censoring 2.3.2.3). As my study does not touch upon sensitive matters I did not expect many problems in this area. It is important to encourage the respondents to take their time and ask for breaks if they need it. Respondents need to be given sufficient time to find words for non-verbal associations (which is not easy) and not feel pressured to keep a conversation flowing constantly. Respondent fatigue can easily become a problem, and taint the validity of the data collected. In a few cases I simply finished early, only using one technique as they stared showing signs of tiring and becoming indifferent.

Setting B: Non present interviews

In this category the respondents were in a geographically different location, and I communicated with them through telephone and e-mail. This helped to ensure a wide range in age among my respondents and a desire to include respondents from socioeconomic groups. The subjects were sent an e-mail with the same introduction material as the respondents I interviewed in person. These were sent and read either before the interview (group 1) or after the first set of questions about Nestlé (group two) where I continued the interview shortly after concluding the first part. I found this approach to work well and give good responses. In a few cases I only used e-mail in the brand personality test, as this is a multiple choice test, and little information is given outside of the check/non-check of the variables. I never conducted any moodboard tests this way. This use of the techniques is obviously not ideal, but I found them necessary and quite informative none the less. They make up a minority of the

respondents and allowed me to better ensure a good and even diversification in age and educational. I also believe the required scope of my thesis justifies this adoption of method.

4.5 Elicitation Techniques

This portfolio of technique has been assembled on the basis of the challenges laid out in section 2.3.2 about the problems in eliciting associations. The techniques are put together to provide the best possible tools for overcoming the major challenges in eliciting associations that are unconscious, non-verbal, censored and based in metaphors, images and emotions

Successive word techniques

Any projective and association techniques requires the respondents to report the first thing that comes to mind when presented with a stimulus. In the successive word technique respondents are asked to report as many “top of the head” impressions as they have about the stimulus (the brand) in question. Partially, but not only based on the frequency with which an association is mentioned, one will find a trend in the reported associations, and a picture will start to form (Tull, 1979).

When I used these techniques, I followed up the reported top mind associations by probing for secondary associations. Once respondents had finished listing primary association I ask the respondents to explain the background for them, why they were chosen and which association they themselves hold. Successive word technique is a verbal elicitation technique, addressing primary top of mind associations.

Moodboards

A moodboard is defined by The Association for Qualitative Research as “A form of visual stimulus material, usually comprising large boards covered with images (often cut from magazines) and designed to represent a mood, atmosphere or feeling” (AQR, web). It is traditionally employed by interior designers who use the moodboard to demonstrate the intended look, feel, color, texture, and style of a room. However, this technique has found a home in marketing research as well.

When used in market research the Moodboard itself is indirectly created by the respondents. They are asked to select pictures they feel represent associations they hold towards a specific

brand. They are allowed to choose many different pictures from different magazines. The pictures represent a variety of moods, landscapes, colors, situations, personalities etc. Respondents then go on to describe the pictures and why they were chosen. Often they describe the imagined *user imagery*. This is defined as “the set of human characteristics associated with the typical user of a brand” (Aaker, 1997), in other words describing the user of the product. In addition, usage situations are frequently described. As a result one ends up with extensive verbal descriptions, often richer than the ones derived from simple successive word associations. It is not always necessary to go into deep complex interpretations of an association, as a “sexy” user usually suggests a “sexy” product. However, associations such as “linen fabric” and “sea breeze” give a more diffuse connotation, and require some ability in the interpreter, but perhaps not as much as one would think. These mentioned associations usually hold similar interpretations in most people from the same cultural, lingual and socioeconomic background. It indicates a relaxed nature/natural feel. Using such visual methods is an excellent way of encouraging the use of metaphors such as “linen”.

They are, as already mentioned (2.3. brand association) very effective in evoking unconscious, non-verbal imaged based associations. After having used the techniques on a number of respondents, I expect to be able to make a moodboard which is a collage of the most significant pictures chosen. This collage should then in a glance give a meaningful and elaborate presentation of the association held about the brand. It is considered a visual technique.

Object projective technique (OPT)

The projective technique has its background in social sciences, especially clinical psycho-analytical methods. The most famous of these is the Rorschach inkblot test. The underlying assumption of such methods is that when people are confronted with dubious stimuli or asked to produce metaphoric answers, the respondents' answers will be a result of underlying personality, value system, and impressions. From such answers one can gain access to underlying beliefs and possibly unconscious emotions (Selnes, 1994). The object projective technique is a visual technique that requires one to project meaning onto an object. The goal for this is that the nature of the chosen object will reveal perception of the brand in choice. Describing a brand as a black Arabic stallion, or as a dusty mule, gives a revealing glimpse of the image held about the brand. The respondents in my study are requested to describe the brands in terms of: a car, an animal, a fabric, a vegetable, a drink, a city, a celebrity. These are

everyday “objects” that most people already have a wide array of associations to, more so than to most brands. Once again the treasured part of this method is its ability of channel metaphors, giving away unconscious meanings and non verbal association in the original form, helped by everyday objects. This technique holds an advantage over the moodboard technique, as it is not limited to the pictures the respondents are confronted with.

Direct questions about sensory associations

This technique involves applying the human senses (hearing, taste and smell) when describing brands, and aims at understanding the sensory associations we have. I ask respondents to feel and think with their senses and name which smell, taste, and sound they associated with the brands and describe the image they portrayed when thinking of them. Just as with Mood boards and OPT this technique also encourages the use of metaphors that can activate unconscious non-verbal associations. In addition it also appeals to the association stored directly as sensory impression.

Brand Personality

This technique endeavors to uncover emotional association held about the brands. Jennifer Aaker has created a scale to measure brand personality in brands, (see section 2.4.2 about brand personality). The technique works because people have a tendency to view a brand as having lasting human characteristics (known as *animism*). Aaker started initially creating a list of 114 different human personality traits. She then asked respondents to rank the presence of these traits on a five point scale in a given brand. By using exploratory principal components factor analysis, she concluded that underlying these 114 traits, consumers saw fifteen different facets that again could be broken down into five distinct underlying personality factors: Sincerity, excitement, competence, sophistication and ruggedness. Aaker used a five-point scale, but because I am concerned with respondent fatigue, I simply asked them to check the boxes to the traits that applied. (Aaker, 1997). When I used the brand personality test I subjected the respondents to the 114 personality traits, and then asked to check the ones they felt describe the brand. One can then see which of the five underlying personality factors are present. The brand personality techniques might at first sight not seem as a qualitative technique. However, the responses will not be subjected to statistical analysis. I will simply look at which of the different trait are most frequently mentioned and try to establish which of the five factors seem present.

| Trait | Facet | Factor |
|-----------------|---------------|----------------|
| down-to-earth | Down-to-earth | Sincerity |
| family-oriented | | |
| small-town | | |
| honest | Honest | |
| sincere | | |
| real | | |
| wholesome | Wholesome | |
| original | | |
| cheerful | Cheerful | |
| sentimental | | |
| friendly | | |
| daring | Daring | Excitement |
| trendy | | |
| exciting | | |
| spirited | Spirited | |
| cool | | |
| young | | |
| imaginative | Imaginative | |
| unique | | |
| up-to-date | Up-to-date | |
| independent | | |
| contemporary | | |
| reliable | Reliable | Competence |
| hard working | | |
| secure | | |
| intelligent | Intelligent | |
| technical | | |
| corporate | | |
| successful | Successful | |
| leader | | |
| confident | | |
| upper class | Upper class | Sophistication |
| glamorous | | |
| good looking | | |
| charming | Charming | |
| feminine | | |
| smooth | | |
| outdoorsy | Outdoorsy | Ruggedness |
| masculine | | |
| Western | | |
| tough | Tough | |
| rugged | | |

Figure 7: brand personality scale (After Aaker, 1999)

Sample issues

The standard question of age was first determined. Then I asked all respondents a standard set of questions to determine if they belong to user/non user groups of nutricosmetics and Nestlé. As the number of respondents is relatively low, I will not use these as basis for statistical research, it is simply to get a better understanding of the user profile of the respondents and ensure a good spread.

5.0 UNCOVERING INNÉOV

5.1. Findings Innéov

I have chosen to present the opinions of the respondents by creating different clusters of beliefs/impressions. These clusters are the cumulative results of all the findings from all the techniques. They are not ranked according to dominance, but rather in an attempt to list the clusters in relevance to each other as they form a sort of continuum, one cluster picking up where the other left off. In each cluster I have commented on the frequency/dominance of the cluster and how they scored within the different techniques

Cluster one: Success/perfection/having it all

This cluster is frequently mentioned across all the techniques. The person who the respondents describe as the imagined user is someone who fulfills *all* the expectation of today's world: A successful career, raising bright children and looking perfect. It is perceived as the pinnacle of female success in the western world and the user has achieved it. "Intelligent", "successful" and "charming" were among the dominate facets in the brand personality techniques and virtually all of the traits in the competence factor score highly.

Cluster two: Sun/summertime

This cluster falls under the umbrella of "having it all", and is a further elaboration into specifics. It occurs primarily as a secondary association but also as a primary association. This concept is present because the respondents believe that the people who would use the product would go to exclusive holiday destinations, i.e. be in a financial situation to travel to exotic places. Also there is a specific mention of the Innéov sun product being used by the imagined user, while at these type of destinations. This cluster was clearly present in the moodboard technique and to some extent in the other techniques.

Cluster three: The good life/spa

This is yet another elaboration of the concept of "having it all" and is mostly a secondary association, but occasionally also a primary association. This concept is slightly divided. Some respondents referred to a concept closely connected to feminine elements such as pampering and spas. The other is a more asexual concept referring to enjoying yourself in the company of good friends, in the country side, with a glass of good wine and with all the time

in the world, closely connected to the summer concept. It is described as the peak of success when you can have it all and then just sit back, relax and enjoy. This cluster was most prominent in the moodboard, but it clearly emerged from the other techniques as well.

Cluster four: Femininity/glamour/elegance

The respondents describe the typical user as beautiful, as well as glamorous, stylish, elegant, sophisticated, feminine and charming. She is a very attractive woman in appearance as well as in substance (as described in cluster one). This cluster is frequent in all techniques, “elegant” being the second most commonly used word in the object projection technique, and “feminine” the second most used in the brand personality technique. It occurs mostly as a primary association as well as a secondary association to the success concept.

Cluster five: Beauty/skin/hair

This cluster appears as a very respectful and delicate view of beauty, skin and hair. It is not about flashing as much skin as possible or overt sexuality. Adjectives such as beautiful, soft, shiny and clean are mentioned. These views are dominant in the successive word technique, where it is the second most mentioned group, and the moodboard, as well as supported in the other techniques. It occurs as a primary and secondary association. “Femininity” is also connected to this concept.

Cluster six: Country of origin

Both the Swiss origin of Nestlé and the French origin of L’Oréal seem to have transferred onto Innéov. The most frequently elicited origin though, was French, for its representation of style, beauty, cosmetics and luxury. This finding was present in all but the moodboard technique.

Cluster seven: Schizophrenic view of value and prize

1) Expensive

It is clear that some see the product as exclusive, glamorous, luxurious, and expensive. This is not a dominant association and occurs only occasionally in the different techniques. In the brand personality technique the “upper class” facet scored quite high as well as it had moderate scores for the same in the successive word technique.

2) Not expensive

Other respondents thought the brand was probably not very expensive, and saw the product as obtainable. This was elicited primarily in the moodboard technique.

Cluster eight: Trendy/up to date/contemporary

There is a view of Innéov as somewhat “avant garde”, new and imaginative. It is described as trendy, fresh, new, and contemporary. This is clear in all the techniques, but the moodboard. “Up to date” and “imaginative” were among the facets with the highest scores in the brand personality technique.

Cluster nine: Colors of the promotional material

The color used in the information material of Innéov is a very salient association. Lime-green is the most dominate color association, but also pink, purple and orange were elicited. This find was primarily apparent in the successive word technique where it was fairly dominant, occasionally supported by the other techniques.

Cluster ten: Natural/pure/clean

This cluster was not as steadily present as many of the other clusters, and was mainly found in the object projection technique (‘natural’ was the third most listed association) and moodboard techniques. There is a perception of the product as being something clean, natural and pure, a representation that borders onto the next cluster of healthy and fresh. It was never a primary association.

Cluster eleven: Sporty/healthy/fresh

This was a more steadily mentioned cluster, though little in successive word technique. The respondents talk about a holistic approach to beauty and beauty ‘from within’. It focuses on a healthy lifestyle, good diet, balance and exercise; all things know to improve the condition of your skin and hair. It is a wholesome way of life that creates beauty from the inside out. “Wholesome” was also one of the dominate facets in the brand personality findings. “Fresh” was the most mentioned word in the object projection technique.

Cluster twelve: The Innéov concept

Many of the associations mentioned, do a fair job of describing the actual product. The respondents use word such as ‘diet supplement’ (kostholdtilskudd) and ‘health food’

(helsekost). Another association that came up was sun protection. This cluster was practically only found in the successive word technique where it is moderately present.

Cluster thirteen: Masculine

There was also a mentioning of a more masculine user image. Even though the product is seen as very feminine, the fact that some of the products are suggested for men, has not escaped the attention of my respondents. The metro sexual man is mentioned, David Beckham epitomizing this user group. This came up primarily through the moodboard technique, but it is not a dominant association.

Cluster fourteen: The schizophrenic view of the science behind the product

There is a clear divide in this cluster. Some respondents see Innéov as scientifically solid, while others raise serious question about the validity of the claims made and the credibility of the science behind it.

1) Scientifically solid:

Some respondents choose to use word such as safe, solid, scientific, creditable, and “health food” to describe their association with the product. These respondents seem to believe many of the claims made about the product in the promotional material and express great confidence in both L’Oreal and Nestle. In the brand personality, Nestle scores well in reliability and well in intelligence. There were moderate examples in the successive word technique to support this cluster. Moodboard results are divided half and half in credible and not credible.

2) The scientific objection:

On the other side there was a mentioning of a critical view of the science behind the brand and this is the dominate group of the two. However, more people did not comment on quality than criticized it. These types of negative associations came up in every technique except the moodboard. Some attack in a matter-of-fact way the scientific claims and the formulation of the information, saying it makes fact checking virtually impossible. They talked about the use of medical vocabulary to lure the consumer and that science can be used to back almost any claim. In the successive word technique this type of negative associations are the most dominate ones.

Cluster fifteen: The undesirable and untrustworthy brand

In the successive word technique the most dominate group was a “negative description”, made up with this and the above mentioned cluster. In the top ten listed association four were negative. The brand personality technique does not allow for negative association, while the moodboard and object projection technique uncovered few, but some negative associations. The objections referred to the presentation of the product as well as the actual product. They criticized the marketing machine, saying it is manipulative, speculative, deceptive and unnecessary. They talk about playing on the western obsession with look and appearances, and that it is quite simply too good to be true. In all of the techniques there are statements indicating that the respondents generally do not like and certainly do not trust the brand or believe its promises. Some respondents take it even further and are provoked and irritated by the brand.

Nestlé association map is included on the next page.

5.2 Discussion of Innéov Findings

In section 2.4, I discussed the concept of brand alliance and the many aspects of them. I will use this section to discuss the theoretical framework I laid out in that section and apply it to the Innéov alliance.

First I would like to say, that Innéov is a physical alliance between L'Oréal and Nestlé, that collaborating on core components. Nestlé brought knowledge about nutrition and L'Oréal brought knowledge on skin and hair, together they created the product. For this kind of alliance in general and for the Innéov alliance specifically, there are a number of conditions for a successful alliance as well as many benefits from it.

Complement of skills and image

Nestlé is one of the world's best established and largest food companies and it would perhaps not have been difficult for Nestlé to enter the diet supplement category alone. One can imagine Nestlé making one specifically for children; perhaps a milk based liquid with added vitamins and minerals. In that respect Nestlé would not need L'Oréal and they would be more than capable to leverage its own brand values and expertise as a brand extension. However, for Nestlé to enter an exclusive world of hair, skin and beauty, it would be harder to achieve great success with their own image and skill set alone. They know little about hair and skin and as my findings will later show, Nestlé is not exactly associated with concepts such as "glamour". A brand extension into diet supplements would be a relevant category for Nestlé, but nutricosmetics might be a little too peripheral to Nestlé's image and skills, to manage the move solo.

For this particular segment, L'Oréal was a much needed ally that provided an image and skills Nestlé itself did not possess. The alliance has primarily been marketed by L'Oréal as a traditional L'Oréal launch in its usual channels. The value of the marketing skills and L'Oréal's contact with perfumeries and pharmacies would have come at tremendous cost to Nestlé, had they wanted to buy it/build it alone. In addition, L'Oréal demands great respect as the world leading cosmetic company and it is a name not only synonymous with glamour, but also with quality cosmetics. Their long experience in the field makes them a valuable partner. In short, this alliance was expected to allow Nestlé to harvest profits in a market it otherwise might find difficult to access.

Relevance of associations

In the case of Innéov there seem to be a strong degree of relevance in the associations and skills the two brands bring to the alliance. Nestlé's reputation as leading and competent nutrition brand is highly relevant when making a diet supplement. L'Oréal image as a beauty expert is just as relevant when making a diet supplement meant to improving the quality of your skin and hair. Just as important though, is that neither of them brought any associations into the alliances that seem to have created problems in this new segment.

Signal of quality

Innéov is a product with unobservable quality, making quality and effect critical questions. As mentioned in the previous section there was a clear evidence of uncertainty and skepticism among the respondents about the validity and credibility of the product. The scientific bases of Innéov's claims were frequently questioned by my respondents. As I will later show, there were virtually no finds of that sort among the Nestlé group, their science and ability to deliver on promises is not in question.

This leads one to speculate that maybe Nestlé has mitigated these questions and functioned as a quality alibi, albeit not necessarily a very strong one. Though these questions were present, perhaps they would have been more dominant if Nestlé had not been one of the products creators. There were also respondents that saw Innéov as being scientifically credible and some of that may be attributed to Nestlé as well as to L'Oréal as a parent brand.

I only made a few pilot tests on L'Oréal, and as such I do not have a great amount of data to back up the claim, but my findings, general impression, and recent newspaper articles suggest that the question of scientific credibility is one that L'Oréal struggles with. There have been cases in Europe where L'Oréal advertisements have had to be withdrawn when they made claims they could not back up with hard science. Nestlé has had other problems relating to its sale of baby formula in developing nations, but its scientific basis has seldom been questioned. This makes me believe that Nestlé has functioned to some effect and on some respondents as a quality alibi.

Fit of brand personality

As discussed earlier, the brand personality dimension has the rare quality of transcending product categories. Meaning that if the brand personality match, then the type of category the extension is in, is of inferior importance.

As I only did some pilot testing on L'Oréal as a brand, I intend in this section to compare Innéov and Nestlé, even though this aspect is often used to compare the two parent brands. Innéov has been marked by L'Oréal in much the same way and with the same image as many of their own produces, so I assume that there will be overlaps between L'Oréal and Innéov brand personality, further justifying the comparison of parent and daughter brands. In this study I wish to look at the compatibility between Innéov's and Nestlé's brand personality as a way of determining if Nestlé is a "fitting" parent brand.

In using the results from the brand personality technique there are some clear finds. First, neither Nestlé nor Innéov are considered "*rugged*", one of the big five personality factors used in the test. The rugged refers to a masculine, tough, western type personality and this is clearly not the case with either one of the brands.

Both brands were considered "*competent*", this includes descriptions such as reliable, intelligent and successful. Again we return to the possibility of Nestlé functioning as a quality alibi bringing decades of marked domination with it. Nestlé demands considerable respect as a market leader, a trusted brand with nearly a century of experienced, as does L'Oréal. Innéov seems to have achieved this image as competent in the approximately 10-15 minutes it took my respondents to read the information material. One may assume that this is an aspect it has inherited from its parent brands, helped by the successful competent user image L'Oréal created for the brand. Regardless of how this personality factor was created for Innéov (I will return to this subject later in this section) in this case, Nestlé and Innéov personality factors match perfectly.

In the case of the "*sophistication*" factor, the two brands did not match. This is the dominate factor for Innéov, and hardly present for Nestlé. There is one exception to this however. Nestlé scored well on femininity which is one of the core traits of the "sophistication" factor. Though the two brands do not match on this factor, there is some common ground rooted in both brands being association with femininity.

“*Sincerity*” does not seem to be Innéov’s forte, while it is one of Nestlé’s strong points. This reflects Nestlé’s down to earth, trusted, safe, wholesome image and it is one of the dominating factors of Nestlé personality. Even though there is little support of Innéov as a sincere brand, there is yet again, a facet where the two match: “Wholesome” and it goes right to the core of this factor. I contribute Innéov low score on this factor to the many question being raised about credibility and validity of the claims made. The different scores of the two brands on this factor explain part of why I see it as possible that Nestlé has functioned as a quality alibi.

“*Excitement*” is the final aspect of the big five personality scale and one where Nestlé and Innéov again do not match. Innéov has “exciting” it as its second most dominate factor, while for Nestlé it is the median score. But also here there is cause for common ground. The two brands share the facet “up to date”, while “imaginative” did moderately for Nestlé. There is some difference in this factor between the pre and post alliance sample, the post sample scoring generally higher on this factor. I will return to this later.

In conclusion one can say that even though Nestlé and Innéov only match on two of five personality factors, the remaining still carried enough similarities to enable a functioning alliance.

Cost and risk sharing

Though I do not possess any figures for the R&D cost of the Innéov project, the heavy focus and investments both L’Oréal and Nestlé have on R&D themselves suggest that the costs most likely are substantial. The structuring of Innéov as a joint venture and a brand alliance allows Nestlé to share the initial cost of R&D hence, reducing risk as well as cost.

Information effect

Both L’Oréal and Nestlé are high voltage brands easily recognized and a majority of western consumers have a usage experience with the brand. As my findings will later show and as my pilot test on L’Oréal showed, both Nestlé and L’Oréal have extensive association networks in the minds of my respondents. This means that the presence of the L’Oréal and the Nestlé logo on the product triggers a wide array of information in the consumer. This creates a sense of familiarity and predictability for the consumer, which reduces the information cost and as such provided benefit to the end user. This again translated into brand equity and premium pricing for Innéov.

Double equity

In conclusion one only can assume the paring of giant brands like Nestlé and L'Oréal would have a substantial effect on brand equity of Innéov. Both are among the most recognized brands in today's market and some of this is bound to rub off on Innéov. The instant recognition of the parents brand with their brand awareness and their well established image creates a rich setting for Innéov to exist in. The fact that my findings were as detailed as they were after the respondents having only read about the brand for 10-15 minutes, suggested that the possibility for Innéov to thrive and create brand equity is most definitely present.

5.3 Possible Inheritance from Nestlé to Innéov

In this section I will discuss the influence Nestlé may have had on the perception of Innéov. I have not done any testing on this matter through the design of my thesis, as that would extend beyond its scope. I have therefore looked at similarities between the two brands and commented upon them.

From Nestlé: Cereal/breakfast to Innéov: Sporty/healthy/fresh

While it may seem from the title that these clusters do not have much in common, in fact they may have. The Nestlé cluster carries some important associations that are present in the Innéov cluster too. "The Nestlé breakfast" is seen as something healthy, wholesome, nutritious, and balanced, basically an ideal to strive for. Some of these associations are present in Innéov's "sporty / healthy / fresh" clusters as well. It focuses on a healthy lifestyle, healthy diet, balance and exercise. It is a fresh and wholesome way of life. Wholesome is one of three brand personality facets that were dominant pre, post and in Innéov. This lies at the very core of both brands and is a wonderful example of how a parent brand's strength can be transferred and capitalized on in the daughter brand.

From Nestlé: idyllic/healthy/family life to Innéov: Success/perfection/having it all

The respondents see Nestlé as irrevocably connected to a perfected type of family life while they see Innéov as linked to a perfected type of life. Though there is some difference between the two concepts they still have a great deal in common.

Success

As I discussed in the section of brand personality fit, Innéov seems quite quickly to have created the “personality” of a successful brand. Surely the successful user imagery that L’Oréal has created for Innéov plays a part, but presumably some of this is inherited not only from Nestlé but also from L’Oréal. The two of them are the epitome of successful brands and this presumably facilitates the same perception in their co-creation. The “competence” factor in the brand personality technique contains many of the synonyms of modern success and in the only factor that is present in pre, post and Innéov.

Femininity/maternity

One of the main aspects of Innéov’s perceived user image is that it is a *she* that in addition has femininity, glamour, elegance etc. Nestlé is neither glamorous nor elegant but it is undeniably feminine. Motherhood is central to Nestlé association network and in many ways the personification of femininity. The responded often referred to Innéov as a successful mother. This point provides a link between the two brands and a point of transference.

Ideal/perfection

Nestlé is seen as idealized, as a perfected, healthy type of life that fulfills the expectations of modern western life. It is filled with clichés and unrealistic expectations yet it has universal appeal and enough realism to convince. The same seems to be true for Innéov. The set of ideals are different as it is specifies? at female success, but the general concept is the same i.e. perfected lives as defined by our consumption and appearance driven society. It is my belief that some of these ideals were transferred from parent brands L’Oréal and Nestlé making it easier to create and “sell” the Innéov user image of the perfected life.

Country of origin

Nestlé is a strong Swiss heritage, and though Innéov is primarily considered French there were still those who considered the brand Swiss. This is clearly a Nestlé influence.

Inexpensive

I believe this association was somewhat supported by Nestlé. Nestlé is expensive compared to generic brands, but the price of baby food or a box of coffee does generally not add up to much in Norwegian households. L’Oréal products however are far pricier and have a more

expensive/exclusive image. On the balance, the mentioning of this category is more a heritage from Nestlé than L'Oréal.

Scientifically solid:

Some respondents (a minority) choose to use word such as safe, solid, scientific and credible to describe Innéov. These are words more often used to describe Nestlé and once again I believe that this is a heritage from Nestlé. It seems unlikely that the main cause of these kinds of association come from reading the information material for 10-15 minutes. The very essence of these associations boils down to “trust” and “experience”, both of which are usually earned over time and trough exposure.

6.0 UNCOVERING NESTLÉ, PRE ALLIANCE

6.1 Findings Nestlé Pre Alliance Sample Group

I have chosen to present these results in the same way as for the Innéov association. That means that the findings are presented in clusters according to the relevance they have to each other and not strength.

I have also decided to divide the clusters into two groups: One includes the associations related to the products from Nestlé, the other relating to the abstract associations which Nestlé elicits.

PRODUCT RELATED CLUSTERS:

Cluster one: Baby food/baby formula

This was an almost perfectly unison association held by almost everyone, in every technique. It was significantly more often the primary association in the successive word technique than number two, which is “coffee”. Baby food was the most salient and dominate cluster across all techniques. Nestlé is baby food, baby porridge and baby formula in the eyes of my respondents.

Cluster two: Coffee

Coffee is the number two association held by almost everyone. There are two main views of Nestle and their coffee. *Cheap coffee*, embodied by Nescafé Gull, is the most dominate association within coffee. Respondents don’t actually like the coffee very much, but many of them say they drink it regularly and have a bit of a dependency. It is a very strong association for some, with a considerable emotional element, as the coffee is eternally linked to student life. The *quality coffee* image is embodied by Nestlé’s Nespresso (a professional barista coffee and machinery brand) and their line of more advanced instant coffees called “café coffee”. This sub-cluster does not evoke the same strong and emotional association as Nescafé Gull does, but it is view held unanimously favorably.

Cluster three: Cereal/breakfast

Cereal is ranked moderately in the successive word technique, but did very well with the moodboard respondents. Cereals of various kinds are a salient association, though the healthy

cereals have left more of an impression than the sugary ones for children. The respondents view the Nestlé breakfast as something very healthy, wholesome and nutritious, and good for dieting. It is seen as an ideal by many respondents. This cluster contains the concept of “breakfast” and “morning time” in general. Some respondents mentioned “red berries” as a secondary association to cereal, an association derived from Nestlé’s Fitness and Fruits which has red berries in it and in its advertisement.

Cluster four: Various foods and beverage

I have chosen to cluster the different products which the respondents listed as association to Nestlé. These products give few emotional, visual or abstract associations and were listed as top of mind associations. The only exception was Nesquick.

- *Nesquick* was a fairly prominent association in the successive word technique including descriptions of the Nesquick bunny and the yellow box it is sold in. This is the only product that carried emotional and abstract associations which connected strongly to childhood.
- *Chocolate* is listed as both ordinary chocolate as well as a more expensive chocolate and is a fairly common association. Some brand names such as “Smarties” and “After eight” were mentioned.
- *Milk* was a frequently mention association. Nestlé does not have dairy products in Scandinavia, while in other countries Nestlé is a marked leader in that category. I followed this find with questions if the respondents had spent time abroad, and they all had.
- *Ice tea* is not a very unison association. The green used in the Nester advertisement is a salient association with those who mentioned ice tea, and is very similar too the green used in Innéov advertisement.

ABSTRACT CONCEPT RELATED CLUSTERS:

Cluster five: idyllic/healthy/family life

The respondents see Nestlé as irrevocably connected to healthy food and a perfected type of family life. I touched upon this cluster in the discussion of cereals/breakfast, but it is such an important cluster that I wanted to include it as an abstract phenomenon. Nestlé is seen as healthy, it is the life we want to live, it is the “soccer moms”, it is fresh laundry (detergent was frequently mentioned even though Nestlé has not sell detergent), summer and ice cream, the nuclear family, full grain, green grass, the smell of babies, safety, mothers love, it is once again the life we idealize and strived for. It is described as snug, harmonic and often as an

ideal. Good quality and taste was also mentioned frequently in the object projection technique and does support this idealized image. In the brand personality technique “wholesome”, “down to earth”, “reliable” and “successful” where dominate traits and all fall under this category.

Cluster six: Babies/children

Babies, children and childhood have been mentioned frequently in my techniques and as such I thought they should be represented by their own cluster. This cluster does however not contain the same type of associations as the baby food cluster. This cluster has more in common with the previous, cluster containing emotional and abstract associations. All associations that were mentioned that are linked to childhood and babies fall under this cluster. Examples would be such as bibs, baby powder, diapers, crying and the respondents own early memories. This was the most frequently listed association in the object projection technique, and it was dominant in all the other techniques with almost all respondents.

Cluster seven: Country of origin

Swiss

Swiss country of origin is a strong and fairly common association, with secondary association of the Alps, green grass and mountain goats. It is however not as strong as Innéov’s French origin is.

Nordic

In addition to a Swiss image, Nestlé is seen as Nordic and Norwegian. This was reported on several occasions from different respondents and it was primarily elicited in the moodboard technique. The respondents noted the Nordic look of people in the pictures as the reason for choosing it, and that it is what they see as the Nestlé user image.

International

In contrast to this clear image of Nestlé as Swiss or Nordic, there is an element of international, multi ethnic community and what is called a “colorful togetherness” (fargerikt fellesskap). This too was primarily, but not only, elicited in the moodboard technique. The respondents imagine happy children of all colors and ethnicities playing together and they cite this as part of the Nestlé user image

Cluster eight: Study hall (lesesal)

This is a cluster usually found in student's and recently graduated young adult's responses as a secondary association to Nescafé Gull. The respondents eternally link Nescafé Gull to studying, and report a sort of a bittersweet association to days gone or still lingering. This is the most dominant secondary association for Nestlé and was prominent in many techniques.

Cluster nine: Mundane

There were some answers in the object projection technique that created this cluster. Normal, common, plain and boring all got high scores creating a light contrast to the idealized image that has been mentioned so frequently. Some respondents quite simply see Nestlé as a normal everyday brand and normal everyday life is not always so glamorous, no matter what advertisements tell us. Given the affluence of Norwegian households, Nestlé does not have a strong premium brand image. Most people can easily afford Nestlé products and this is reflected in the traditional and common associations.

Cluster ten: Coloring

The respondents had a divide view of the "color code" of Nestlé. Most of those who mentioned Nestlé's colors described Nestlé as having light, delicate, pastel colors, often linked to the Nordic cluster. The rest described Nestlé as having different shades of browns linking it to the color of coffee. This cluster was present in both moodboards and in the object projection technique.

Cluster eleven: The tragedy

This refers to the tragic marketing by Nestlé of baby formula to third world countries. They used various deceptive methods to convince mothers that formula was better than breastfeeding. They exploited the fact that most of the women were uneducated, illiterate and they indirectly/directly bribed nurses to support the use of formula over breast feeding. The results was at least 35 000 dead infants and an unknown number of infants impaired for life. Many respondents remember this scandal vividly and it remains at the core of their impression of Nestlé. Other had a vague "up to no good", "big bad business", "wasn't there something about babies and Africa" impression, without being completely clear as to why. This cluster was the third most common association in the success word technique, though it was seldom the primary association, it was also dominant in the moodboard and to some extent also in the object projection technique.

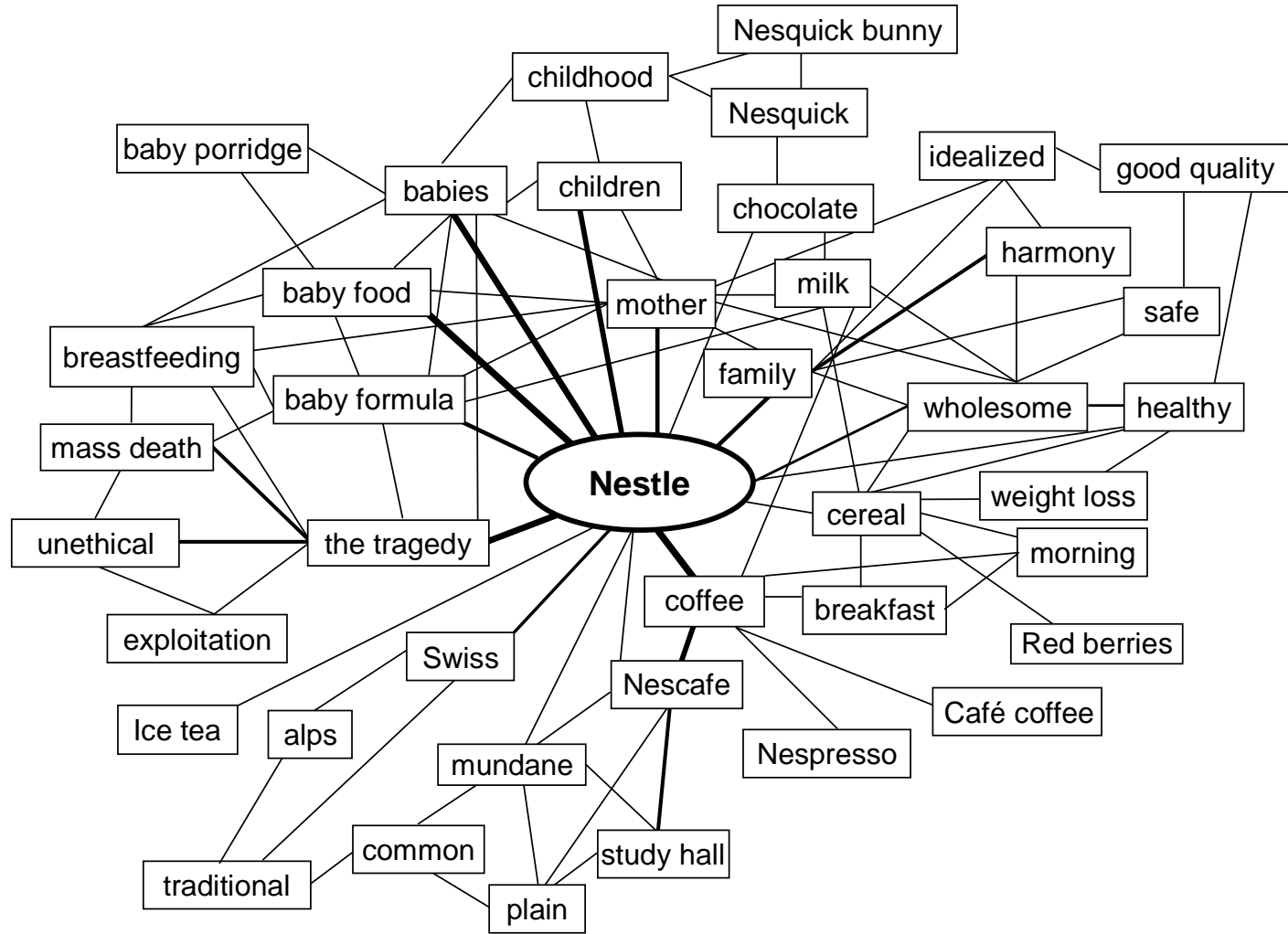


Figure 9: Association network Nestlé pre alliance sample

7.0 UNCOVERING NESTLÉ, POST ALLIANCE

7.1 Findings Nestlé Post Alliance Sample Group

In this section I will only discuss changes in the before- and after the alliance sample. I will not comment on the associations that were the same in the post alliance as in the pre alliance sample.

I will start by saying that I did not find a great difference between the pre and post alliance samples. In chapter 8, I will discuss this further, here in chapter 7, I will only state the observed changes. I will first look at clusters and aspects of clusters that seem weaker in the post alliance sample, and then I will analyze associations that appear to have grown stronger after the alliance. There are no noticeable changes in association before and after the alliance, only changes in the same association's strength.

Reduced elicitations

In some cases, the changes due to the alliance seem to have affected the strength of the entire cluster of associations, while in other cases the change were in only some of the key aspects included in the cluster.

The most significant change I found was in the “**coffee**” cluster. Here I saw a clear trend toward reduced elicitation. This was present in successive word technique, object projection technique and the moodboards.

Secondly I saw a decline in the “**baby/children**” cluster. This however was only supported in the object projection technique and in the moodboard technique to a lesser degree than the coffee cluster.

The third and final cluster that declined in strength was in the “**coloring**” cluster. This reduction was evident in both moodboard technique and in the object projection technique.

In the “country of origin” cluster, there was a reduced appearance of one of the key *aspects* of the cluster, but not the entire cluster. The “**Nordic**” description was significantly less present in the post alliance sample. This was primarily evident in the moodboard technique.

The **“breakfast”** association was significantly reduced, diminishing the strength of the “cereal/breakfast” cluster. This change was primarily present in the moodboard technique.

“Honesty”, this is the first of the brand personality facets that changed significantly due to the alliance and I refer to appendix VII for the table included there. In the pre alliance sample, each of the “honest” traits were chosen, on average, by 3 respondents. After the alliance, the average was 2 times. This means an average fall of 1 less respondent per trait. This means that the “honest” facet passed from being a dominate facet to not being a dominate facet. It also leads to a fall in the “sincerity” factor as a whole, though not a very strong one.

In **“reliable”** there was a small fall on average of 0,33 fewer respondents. I included this however, as this is enough for the facets to go from being a dominate facet to not being one.

In the **“outdoorsy”** facet the fall was on average of 1 respondent less per trait. In this case however the facet was not a dominate one neither before nor after the alliance.

In the **“tough”** facet the fall was on an average 1 respondent less per trait. This too was neither a dominate facet before or after the alliance, even less so than was the case with the “outdoorsy” facet. In all, this fall is of little importance due to the low scores both before and after the alliance.

Increased elicitation

The **“idyllic/healthy/family life”** cluster of Nestlé saw an increase in three of the aspects that go into that cluster, leading to an increased strength of the entire cluster. **“Healthy”** was the first of the aspects and saw the number doubled compared to the pre alliance sample in the moodboard technique and also to a lesser extent in the object projection technique.

“Mother” also saw a strong increase in the moodboard technique, but this was not present in any other technique. **“Happy”** is the third and final aspect of the idyllic/healthy/family life cluster of Nestlé that saw a strongly increased in elicitation in the moodboard.

“Daring” this is the first facet in the brand personality technique where I saw some change. In the pre alliance sample, each of the “daring” traits were chosen, on average, by 0,33 respondents. After the alliance the average was 1,33. This means an increase of on average 1 respondent. In the **“spirited”** facet the increase was on average 1,33 respondent more per trait

from 1,33 making it the largest increase in all the facets. The biggest increase however was in the spirited trait. There was also a small increase in the “up to date” facet leading to it becoming a facet after the alliance. All three go into the “**excitement**” factor making “excitement” a dominant factor which it was not in the pre alliance sample. As such this is a significant change.

In the “**intelligent**” facet there was an increase of on average 0,67 respondent more per trait. This is significant due to the fact that it makes intelligent go from not being a dominant facet to being one. There is however no change to the “competent” factor in the pre and post alliance sample as the increase in the intelligent facet is offset by the decrease in the reliability facet.

In the “**upper class**” facet the increase was on average 1 respondent more per trait. The biggest in this crease was in the “good looking” trait. This increase was not sufficient to ensure that upper-class became a dominant facet for Nestlé, and it scores quite low even after the alliance.

Finally there are two associations that do not really fit into any of the clusters mentioned above. I will simply present the findings here. There was an increase of “**versatile**” in object projection technique and of “**food**” in the moodboard technique

An association map is included on the next page

7.1.1 Association network for Nestlé post alliance

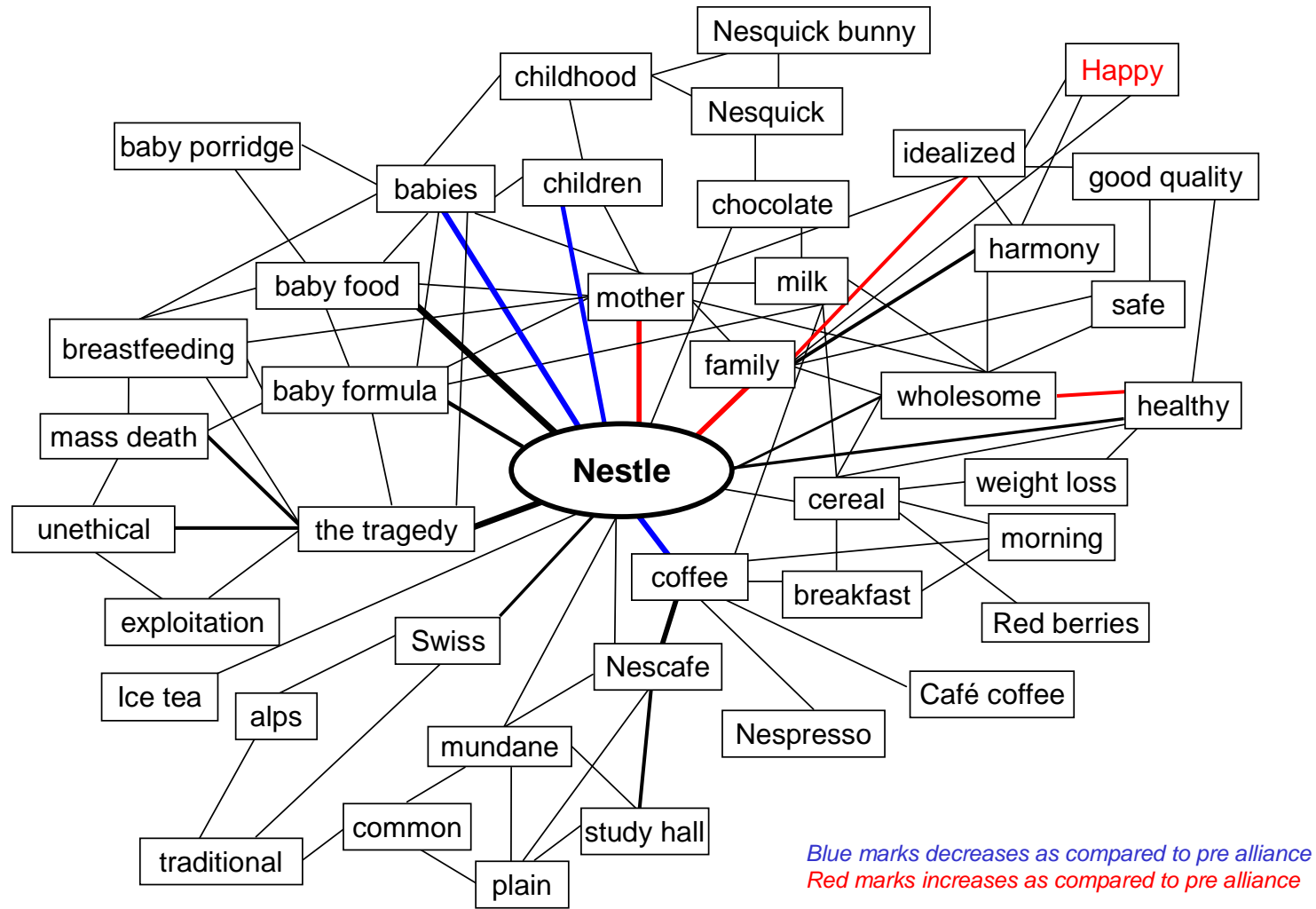


Figure 10: Association network Nestlé post alliance sample

8.0 FEEDBACK EFFECT FROM THE ALLIANCE

8.1 Relevant Theory

Assimilation

In this section I use the schema theories presented in chapter 2.5 feedback effects to look at the Innéov alliance. The assimilation theory is the most relevant of the four schema theories, as it refers to cases where new associations do not differ greatly from the old as presented in Park et al. 1993. This theory claims that any new associations created by an alliance or brand extraction are simply included as an addition to the old association network. Even though there was not much change in the way the respondents view Nestlé post alliance, there are still some changes in the direction that the assimilation theory suggests. The respondents simply assimilated new impression with the original network without much “commotion”. The changes found in Nestlé post alliance association network, were primarily changes in the strength of the links. There was only one new association added to the network due to the alliance and seven cases of change in strength. In addition, there were also several smaller changes. They were either too small to make a noticeable change in the strength of a link, or the association that changed was too peripheral to have a place on the association map.

The effect of fit

The 1996 article by Park et al. talked about the different impacts of the header (y by x) and modifier (y by x) in an alliance. They stated that the modifier is the more dominant in determining the success of the brand. This is interesting for the Innéov as both Nestlé and L’Oréal are modifiers: Innéov *by* L’Oréal and Nestlé, suggesting that they both should carry influence. The theory goes as far as to claim that if the two partners are considered complementary (fit) then this will be of greater importance than if they are both considered favorably. A situation where both alliance brands are considered complimentary as well as favorable, as is the case with Nestlé and L’Oréal; this suggests that this has the makings of a successful alliance.

Familiarity

As I only look at Nestlé I will not investigate how familiarity affects the two parent brands differently as presented in Simonin et al 1998. Instead I will look at how familiarity might have affects Nestlé feedback effects. Nestlé is usually not present in Norway under its mother brand, but rather under sub brands such as Nescafé, Maggie, After eight, so I was uncertain as

to how vivid associations there would be around the mother brand Nestlé. This however proved to be an unnecessary concern as most respondents had an extensive network to work with. In addition, many of the associations were shared by the majority of the respondents, and many were very strong, like “baby food”. As such, the aspects of familiarity did not enter into the feedback effect as a hinder. It does however support the somewhat scarce feedback effects from my studies, as the theory states that where there is high familiarity pre-alliance then there will be less feedback effects. Strong, extensive network functions as an isolating layer from external influences and I believe this was the case here.

8.2 Discussing the Findings

In this section I will look at some of the findings presented in section 7.1 finding Nestlé post alliance. First I will discuss the findings in accordance with subject and/or “cluster”, and then I present the results from the brand personality technique, one factor at the time. The questions I am trying to answer in this section are: 1) What effect, if any, did the Innéov alliance have on Nestlé. 2) What are the differences, if any, between the pre and post alliance?

The *reduced* appearance of “**coffee**”, “**baby/children**” and “**breakfast**” can be seen as a move away from Nestlé’s strong association to its products. Coffee is a product in itself, while the other associations are closely linked to other products. Baby/children refer to baby food, while breakfast refers to cereals and once again coffee. Nestlé associations are rooted in its products as is evident in section 6.1 findings Nestlé pre alliance. On the other side, Innéov is considerably less rooted in its products, to the point where association to the actual product-concept were only moderately present in one of the techniques. As Innéov enters the equation, Nestlé moves in Innéov’s direction to a more abstract and less product rooted association network. It could be said that, to some extent, the influence of the alliance lifted Nestlé away from its physical product associations to be replaced by more abstract associations. It will be further supported as there was an increase in more abstract associations that will be presented later in this section. However, this point of view raises a question. If the move was in the direction of a more abstract impression, then why was not “baby food” and “cereal” reduced directly, in stead of indirectly through its secondary association? Perhaps the product associations themselves were too strong and too rooted so that they could not be wavered through the alliance, while their secondary associations could.

The *increase* in associations was most significant in the Nestlé cluster called “**idyllic/healthy/family**” through the increase of three of the aspect that went into this cluster: “Mother” “healthy” and “happy”. All these findings are abstract as they don’t relate to the product, but rather to a life style image. The concept is one that is shared with Innéov, being one of its most central associations in its successful, perfected, glamorous life style image. In section 5.3 possible inheritance from Nestlé to Innéov I looked at the possible connection between the lifestyle images of Nestlé and Innéov. First, I believe that the presences of this life style image in Nestlé lead and supported Innéov’s lifestyle image. The two images are different in many ways, but they do carry similar traits, as discussed in 5.3. For Innéov the symbolic life style image is a core association, while in Nestlé it is more peripheral to the products. This strong presence of a central life style image in Innéov will in the second time around support and enhance the presence of the life style image in Nestlé in the post alliance sample.

There are two other changes that I believe are connected even though it might not seem so at first glance: “**Coloring**” and “**Nordic**”, the reason being that the two concepts are usually described with the same words: Light, fair, pastel, blond, blue. Innéov on the other side is described with lime, orange, purple and pink, all strong, bright colors. In addition, the women in the introduction material are not particularly Nordic; if anything they are South-European with brown eyes and darker skin. Once again I believe that Innéov has entered the equation and neutralizes/diluted some of Nestlé association in the presence of new contradictory ones.

Brand personality results

The brand personality technique was perhaps less helpful in providing insight into how the two brands were perceived. It was however probably the technique that produced the most insight about change and the possible feedback effects. I want to refer to the figure in appendix VII for graphic support on this section.

The first factor I will discuss is “**sincerity**”. This is a very important factor as it highlights the risk associated with entering into an alliance. “Sincerity” was dominant in Nestlé both pre and post alliance, but not for Innéov. “Sincerity” has some different aspect about it: Some are the “down to earth”, “small town” aspects that were reduced in Nestlé after the alliance. These types of traits are most definitely not part of Innéov personality, quite the opposite. Then there is the issue of “honesty”, where Innéov’s influence can be suspected. This facet was reduced

after the alliance and it certainly is not one of Innéov strong points, as demonstrated by the many negative and skeptical associations given about Innéov. This is clearly a point for concern as it demonstrates that entering into a brand alliance carries risks. There is a concern that the serious, credible, safe and trustworthy aspects of Nestlé is at risk due to the alliance. The influence of Innéov seem to have reduces Nestlé's image as "sincere", less "honest", but also perhaps more "glamorous" as opposed to "down to earth".

The second factor called "**excitement**" is one that saw the greatest change due to the alliance, in form of an increase. The most evident change in this technique was in the increase of "spirited" facet as well as a large increase in the "daring" facet. Part of the picture is that Innéov is seen as an exciting brand, it is trendy, cool and up to date. This characteristic seems to have rubbed off on Nestlé, to the degree that some do see Nestlé as an exciting brand after the alliance.

In the "**competence**" factor there was no change due to the alliance, so I will not comment further.

The "**sophistication**" factor saw a moderate increase. This is Innéov's most dominate factor and a central aspect of its personality and image. Nestlé does ok in the "charming" facet, this is closely connected to femininity which is a central association to Nestlé. It does not score well on the upper-class however. Nestlé is probably too closely connected to everyday life, too affordable to most people in Norway, so this becomes an unattainable association for Nestlé. Even though it is a more upscale brand compared to the private labels it competes against in some categories. Nestlé does, from the results in my findings, not seem to go entirely unaffected by its alliance with L'Oréal and Innéov as the upper-class facet has seen an increase in its scores.

The "**ruggedness**" factor is the factor with the largest increase due to the alliance. I do however not consider this particularly relevant as the support for all traits and facets in the factor are low, and none of them are dominant. The change in one respondent in one trait will make out a 100 % change, bringing the relevance of the increase into question. In this case I would say that the number of respondents that made these judgments is so low that there is room for error and random results. The trend, however, is clear and in line with a possible influence from Innéov which is considered even less rugged then Nestlé.

Conclusion of feedback effects

The most obvious conclusion is that the Innéov alliance has not created a great deal of feedback effects for Nestlé. One of the goals of the thesis was to look for possible feedback effects from the alliance and *if* there were any, to map them. There was no foregone conclusion that there would be significant changes and I have to respect the findings that I have made, even when they state that there are no significant changes. There is no real reason for why there should have been dramatic and extensive effects from the alliance. Nestlé is a strong brand with dominating product associations in its association network. These are associations that have been created over the course of a lifetime of exposure and use for most respondents. Changing that, is not an easy matter.

There was however some smaller changes to Nestlé post. Nestlé has somewhat moved away from the strong product associations and toward more abstract based associations. The perfect lifestyle image that was already present on Nestlé had grown stronger and more dominant. In addition there has been a slight shift in Nestlé brand personality. It has further developed certain aspects of its personality into being more “fun” less “dull” and more “feminine”, all strong personality traits for Innéov. They do not constitute new personality aspects, only an increase in already existing traits.

8.3 The Difference in Eliciting Innéov and Nestlé

In the end I would like to comment on the differences between eliciting Nestlé and Innéov. I found these particular tasks surprisingly different.

The Innéov brand has an amazingly rich network, given how little exposure the respondents have had to the brand. I found that the elicitation of the Innéov brand was easier than elicitation of Nestlé. Nestlé had no trigger presentation as Innéov did, and this is perhaps where part of the explanation lies. Also one should consider the fact that Nestlé is an umbrella brand and that some of the brands and products of Nestlé might not be connected to the mother brand. A third explanation I can think of is that Nestlé simply is not as established in Norway as it is in many other parts of the world. Domestic brands such as Tine, Toro, Freia and Nidar, Imsdal etc dominate the categories often dominated by Nestlé in other parts of the world. Another point for consideration is the fact that the Innéov bear surprisingly many similarities with any traditional L’Oreal launch, and as such Innéov could easily be recognized compared to the “classic” L’Oréal brands they all know so well. The successful, glamorous,

“good life” image of the Innéov brand is very similar to the image to other L’Oreal brands like L’OrealParis, Garnier, Redken and Lancôme.

A final point is that the difference in eliciting Innéov and Nestlé could be due to the differences between the types of benefits the brands offer. While both Nestle and Innéov are functional brands, Innéov seem to a greater extent to have succeeded in becoming a symbolic brand. That is perhaps why the stories told, the object chosen, the associations listed are easier to “narrate”. The answers chosen for Nestlé were often justified by “because it is” or “that how it sounds”, and the association chosen were often a product or brand. Innéov does not have a lot of products and none of the respondents have been exposed to the actual product, just the introduction material, so the non-product associations are free to dominate. This being said there is still most definitely a symbolic benefit to Nestlé, but the functional side of the brand seems stronger.

9.0 STRATEGIC IMPLICATIONS

Revitalizing Nestlé

Within the findings that I have made there is an implication of promise. The possibility that lies within the Innéov alliance is one of revitalization. Among the small feedback effects that are expressed are excitement, sophistication, and other positive associations. One of the more important managerial implications would be to utilize this potential. Nestlé appears as somewhat mundane and dreary to the respondents. It is many positive things as well and these need to be expanded and replace the less positive associations. Simply put: Nestlé could do with a little revitalization. I have suggested three focus point to achieve this and they all work together drawing and depending upon each other.

Rising above product associations

Nestlé's associations are clearly rooted in its products and that in itself does not really pose a problem. Nestlé does sell coffee, baby food, ice cream, chocolate etc. and it is a good sign that the consumers seem aware of this. However, if they want to become a more up scale and exciting brand they might want to focus on more abstract associations *as well*. It is not necessarily to replace the old product related ones, though that seemed to be the case in my findings, but to have a more balanced association network. It is the fundamental and eternal question of "why our coffee over another?" With private labels picking up pace fast in the Norwegian market, you either have to compete on price or perceived quality and brand. A little of both could quickly become a perilous position. With no indication that Nestlé intends to compete on the price, they simply need to have other strengths and fortify its position as a symbolic quality brand.

The frequent product association in the respondents is perhaps a signal of limited focus on brand image and advertising. A symbolic brand is *far* more than its products and that is why I encourage association beyond the products. It is generally a little hard to get excited about a box of "coffee", but George Clooney drinking his Nesspresso is something to get very excited about for many female consumers. Nestlé has only moderately succeeded in becoming an aspirational and symbolic brand in Norway, as it has in other parts of the world. It already has the makings of a great symbolic brand in its associations to family, idyll, motherhood, childhood, wholesome, safe etc. In addition, it is a well know functional brand with strong

product and category identity. These two strengths should dominate Nestlé side my side, as supposed to the symbolic stature standing in the shadows of the function status.

Up scale

One of the most essential differences between Innéov and Nestlé Norway; and Nestlé internationally and Nestlé Norway, is its premium brand status. Presumably this is not a coincidence, but rather one of the motivation factors behind allying of Nestlé with L'Oréal was to fortify this image aspect. And the alliance has succeeded in doing so, as the upper class facets saw an increase in the brand personality technique. Nestlé needs to continue to work on this element to more clearly position and brand Nestlé as a premium brand. This is a good way to counteract the “dreary”, “mundane” and “common” association Nestlé struggle with. Norwegian consumers have some of the highest purchasing power anywhere in the world and there is no reason to believe that they would react adversely to a little prestige in its consumables, quite the contrary. It would also be a good way to stand out in the crowd at the supermarket since there is no significant competition for this position.

Creating a little excitement

It seems that to some of my respondents, Nestlé and its brands have been around since the stone ages. It is seen as predictable as time, as steady as the tide and as constant as gravity. No doubt, these associations are parts of its strength and stature as a brand of great tradition. But maybe it could stand for all these qualities and still be more prominent and exciting in the minds of the consumer? The Innéov alliance is exciting and this has also transferred unto Nestlé post alliance. That is precisely the kind of association Nestlé needs, to counteract the more mundane associations. Traditional is one thing, mundane another and it serves no purpose. Nestlé needs to move away from this aspect and make Nestlé a brand that interests, appeals and creates responses in the consumers. Since there is such a great diversity in the category which the different brands are present in, this will not be done in the same way for all products. Baby food does not need to be hip and trendy, but it should be an aspirational brand of maternal bliss and love, not just the brand with the most space on the shelf. The products and brands should “mean” and “matter”, and not just be the choice of habit.

Spin control

The findings indicate the presence of some negative associations in Nestlé's association network that are worth commenting. I will briefly address these issues and the implication they contain.

Corporate governance

The formula scandal from the late 70's is still alive and lingering clearly in Nestlé association network. This aspect was frequently present in the findings and even dominating in one of the techniques. Though Nestlé has taken steps to recover from this scandal, they still have a long way to go before full recovery. A remedy to speed recovery would be to ease the promotion on baby formula in Africa and Asia as it is still is a source of criticism. They could also be more active in supporting other worthy causes. This has been done with great success by other companies like Microsoft and its donation of software to underprivileged schools and public facilities and MAC and GAP commitments to fund AIDS research. Nestlé could find it own cause, for example assuring supply of clean water in areas where it is needed. This would have had a multiple benefit of being seen as giving back to the community. It would undeniably be good PR, and it would be a means for those who choose to use Nestlé baby formula to mix with clean water, thereby using it correctly and ensuring future use. This would, of course, have to be done in a matter that is visible for the western public.

Be aware of potentially harmful influences from the Innéov alliance

There is one aspect where the Innéov alliance creates a possible threat. The marketing information from Innéov is seen by some as unserious and untrustworthy. Such associations go against virtues that are usually seen as strongholds for Nestlé and they need to be careful not to get dragged down by Innéov. As I will discuss under 10.1 limitations of study, my sample of respondents may include a disproportionate high number of well educated people who are more skeptical to unfounded promises. Still such attitude should be given serious attention. For the Norwegian market I would suggest moderating some of the fantastic claims of Innéov as a way of increasing its credibility. As for Nestlé I would ensure continued focus on Nestlé's safe, credible and trustworthy image.

From Innéov to other brand extensions

Functional foods (foods or dietary components that may provide a health benefit beyond basic nutrition) were a hot topic around the turn of the millennium with major brands such as

Novartis, Kellogg, Danone as well as Nestlé trying their hand. The success was moderate at best and Nestlé, Novartis and Kellogg all withdrew their lines shortly after, only Danone seemed to manage well. But the category is far from dead, doing well in Japan and better in the States than in Europe. The plan seems to be to regroup, rather than surrender. Lately, some of these functional foods such as Danon's Actimel and Unilever Bestfood's Flora Pro.activ have managed to take hold of the market and flourish. It seems that it is not the concept of functional food itself that is the problem; rather it is a question of finding the right product with the right benefit and then marketing it in the right way. The Innéov launch can be seen as a manoeuvre to find this balance. First of all it is not marketed as food, but as a diet supplement. It is easier to sell because it is not subject to the same legal restrictions that apply to marketing food. Innéov could thus be seen as a good bridgehead for functional foods, a way of easing oneself into the concept. If Innéov gets the position it hopes for (indications in Europe are that it is), then Nestlé will be established with a product designed to give health benefit. The move to functional food is suddenly shorter. In this perspective the Innéov alliance can be seen as a gauge for further brand extension into functional foods, it represents the market of the future and Nestlé can not afford to be left out. But it is a fickle market and Innéov should be treated as a learning experience and a bridgehead.

Category focus

The idea of moving into an area of nutricosmetics could appear as a move away from the categories from which Nestlé made its brand. This fear is mitigated by for two things. One is that many major food and pharmaceutical companies are moving into function food creating precedence and familiarity with this category jumping. The second is that Nestlé is already present in many different categories. Its products are either beverages or food and some claimed to be "good for you. The jump to a pill you swallow for health benefits might not be that big a stretch.

It seems highly unlikely that the Innéov product could overshadow Nestlé's core product and category. Nestlé is almost unison with baby food and coffee and its other products. This is probably a reason for the limited feedback effects the alliance has had on Nestlé, it has such a strong "sense of self". Nestlé is a strong brand and people's associations have been created during their lifetime, through frequent exposures and trials. In addition it is important to remember that Innéov is a brand alliance and not a brand extension. Nestlé is not as prominent

on the brand's packaging and image as is would be in an extension, and the respondents seem capable of separating Innéov from Nestlé.

10.0 LIMITATIONS OF STUDY

10.1 Limitation of Study

The issues below are aspects that I believe could have affected the validity of the research. *Validity* in this case means the ability of the thesis to measure what it intended to measure.

The respondents

I will start by looking at issues pertaining to the respondents. I made every attempt to ensure a representative spread of respondents and I believe I succeeded appropriately in doing so.

There are limitations to a thesis of this scope and it would not be correct to say that the respondents make up a random selection of the population, but neither do I believe this is a requirement. To some extent I had to rely on my own extended network. This gave a higher proportion of respondents with university degrees, than is the national average. It is however, not obvious that this presents a problem. Possibly the opposite, as I believe Innéov most likely will target successful, affluent women and these usually have higher education. This might actually increase the accuracy of the findings.

However, among the number of respondents with a higher education there were a disproportionate number with jobs associated with the university system. This is perhaps more of a problem than the general high education level of the respondents. Besides the theoretical goal of a proportional group of respondents, there is the issue of the many scientific objections made by the respondents. A scholar will presumably have focus on science, verifiability and proof then an average consumer and these were frequently listed issues. These issues were not restricted to this group of respondents, but it was more frequent there. This over-representation can have led to a more critical view of Innéov in some respects than would have been the case with a more proportional distribution of educational and professional background.

Another aspect is a more general one and is related to the number of respondents I had, 19 respondents in each group, totaling 38. This number could have been higher and that would probably have increased the validity of the results, providing more diversity and a more representative sample group. But within the scope of an 18 credits dissertation, the number of respondents may be reasonable.

One final aspect for consideration is that the different techniques were executed in Norwegian before I translated it to English. In addition, the informational material presented as the stimuli for Innéov was originally in German before it was translated into Norwegian by a third party. Though my command of both English and Norwegian are adequate for this, it still leaves a margin for error. Some words and colloquialisms are uniquely rooted in a culture and langue and though directly translatable, some meaning might still be lost in translation.

The techniques

As my work with the thesis slowly progressed, I began to see that the difference in the pre and post alliance samples would be small. I also noticed that the difference was hard to pinpoint and articulate. I struggled to find the small differences among the waste qualitative information the techniques produced. My techniques were excellent for providing insight and understanding of both brands precisely because of the amount and nature of my mass of information, but when it came to the more marginal changes I found them yielding more unspecific results. The findings required an interpretations so finding objectively changes in nuances and strength were challenging. This is perhaps also where the most considerable limitation lays, the fact that all findings, were subject to my own interpretation.

In hindsight I see that perhaps quantitative techniques might have been better suited to identify the feedback effects. Since the techniques I used were so good at providing insight into the brand, the quantitative technique would have had to come in addition to the qualitative techniques, and not simply as a replacement.

The experiment

In the end though, I think it is important to remember that this was an experiment. A simulation of a reality that does not yet exists. In reality, respondents would have been subjected to the product in a great many different ways and trough different channels. Some might have tried it, heard about it and been exposed to the actual product. It would exist in a context, and not only on the pages of a leaflet. The critical stimuli were something I created, based on information material produced for Europe. Perhaps they would have chosen local adjustments. The Scandinavian segment is among the highest educated in Europe and as a culture we are more down to earth than many other European societies. In addition there is margin in error when an amateur (in this case me) tries to create the promotional material for a professional brand. In sum all findings in this thesis are a results of a hypothetic experiment

based on a factual alliance, and thus speculations on the possible success (or failure) of a brand alliance not yet introduced to the Norwegian consumers

10.2 Theoretical Limitations

The first issue is the limited research on the feedback effects for brand alliances. There is more research on feedback effects than it is for brand extension, as there is generally more research on brand extensions than on brand alliance. As a result I have had, to some extent, rely on research referring to brand extensions (such as Thorbjørnsen 2005 and Gürhan-Canli et al 1998) and that may have reduced some of the validity. There is, on the other side, literature to support this use so I do not believe this adjustment of literature poses much of a problem like James, 2006. Then again this research could also be more substantial.

All in all, the area of brand alliance is relatively new one in the world of marketing and I expect research on it to be a growing field in the future.

11.0 CONCLUSION

This thesis has two objectives: To understand the associations connected to the brands in question and to map the presence of any possible feedback effects.

The different techniques used have provided versatile tools for recording elaborate impressions of the brands. They paint a picture of the successful, glamorous, goodtime/summertime, fresh Innéov. For Nestlé the picture was one of core products, family, motherhood/childhood and wholesomeness. The brands were decisively different on some parameters such as sophistication, but surprisingly similar on other such as wholesomeness. The most important find is the perceived fit between the skills the two parent brands brought to the alliance. Both the findings and the theorizing I have done in the thesis suggest that this will be a successful alliance, and preliminary indication for Europe suggest that it is doing well.

The techniques were perhaps not quite as effective at mapping the feedback effects, but there were some clear indications. They brought out a picture of a brand moving slightly beyond its products to include more of the abstract association such as family and idyll as well as blowing some dust off Nestlé with new excitements and 'class'. These are associations that could come in very handy for Nestlé

I believe that the results of my study have been achieved by the effort and focus that went into the section about understanding the difficulties in eliciting associations. I especially found the Zaltman 1997 article helpful. This very fundamental understanding, lead to the choice of techniques as well as it guided me all the way through the execution. As a business student it is easy to get caught up in the quantifiable and the verifiable. These are all worthy goals and rightfully command our attentions, but should not be the *only* goal when dealing with issues such as brand image and associations. Opening your mind to the fact that unconscious, non-verbal thoughts influence your decision process is an important step towards understanding how brands are created in the mind. For me, this has been a life lesson.

12.0 REFERENCES

Text sources

- Aaker, J.L. (1997) "Dimensions of brand personality", [*Journal of Marketing Research*](#), Volume 34 (Issue 3), p. 347
- Aaker, D.A. (1991) *Managing brand equity: Capitalizing on the value of a brand name*. New York: Free press
- Aaker, D. A. and Keller, K. L. (1990) "Consumer evaluations of brand extensions", *Journal of Marketing*, Volume 54 (Issue 1), pp. 27-41
- Akerlof, G.A. "The market for lemons: Quality under uncertainty and the market mechanism" *The Quarterly Journal of Economics*, Volume 84 (Issue 3), pp. 488-500
- Collins Cobuild (2003) *Advanced Learners English Dictionary*. 4th ed. Great Britain: HarperCollins Publisher
- Cook, S. and Ryan, P. (2000) "Brand alliances: From reputation endorsement to collaboration on core competencies" *Irish marketing review*, Volume 13 (Issue 2), p. 36
- DePaulo, Bella (1991) *Fundamentals of nonverbal behaviour*. Cambridge: Cambridge University Press
- Gibbs, Raymond (1999) "Categorization and metaphor understanding." *Psychological Review*, Volume 66 (Issue 3), pp. 572-577
- Glucksberg, Sam (1991) "Beyond literal meaning: The psychology of allusion" *Psychological science*, Volume 2 (Issue 3 May) pp. 146-152
- Gürhan-Canli, Z and Maheswaran, D (1998) "The effects of extension on brand name dilution and enhancement" *Journal of marketing research*, Volume 35 (November Issue), pp. 464-473
- Henderson, Geraldine; Iacobucci, Dawn; Calder, Bobby (1998) "Brand diagnostics: Mapping branding effects using consumer associative networks" *European Journal of Operational Research*, Volume 111 (Issue 2 December) pp. 306-327
- Henderson, Geraldine; Iacobucci, Dawn; Calder, Bobby (2002) "Using network analysis to understand brands" *Advances in consumer research*, Volume 29 (Issue 1), pp 397-405
- James, David Owen (2006) "Extension to alliance: Aaker and Keller's model revisited" *The Journal of Product and Brand Management*, Volume 15 (Issue 1), p. 15
- James, David Owen, Madge Lyman, Susan K. Foreman. (2006) "Does the tail wag the dog? Brand personality in brand alliance evaluation" *The Journal of Product and Brand Management*, Volume 15 (Issue 3) p. 173
- James, David Owen (2005) "Guilty through association: Brand association transfer to brand alliance" *The journal of consumer marketing*, Volume 25 (Issue 1), p14.

Keller, Kevin Lane (1993) "Conceptualizing, measuring, and managing customer-based brand equity" *Journal of Marketing*, Volume 57 (Issue 1), pp. 1-22

Keller, Kevin Lane (1998) *Strategic Brand Management*. Englewood Cliffs. New Jersey: Prentice Hall

Keller, Kevin Lane (2003) *Strategic Brand Management: Building, Measuring and Managing Brand Equity*. 2nd ed. New Jersey: Pearson Education Incorporated

Kotler, P. Armstrong, G. Saunders, J. and Wong, V. (1999) *Principles of Marketing*. Hemel Hempstead: Prentice Hall Europe

Kotler, P. Armstrong, G. Saunders, J. and Wong, V. (2005) *Principles of Marketing* 4th ed. England: Pearson Education Limited,

Krishnan, H.S (1996) "Characteristics of memory associations: A consumer-based brand equity perspective" *International Journal of Research in Marketing*, Volume 13 (Issue 4) pp.389-405

Levin, A.M (2002) "Contrast and assimilation processes in consumers' evaluation of dual brands" *Journal of Business and Psychology*, Volume 17 (Issue 1), p. 145

Levy, J.M (1995) "Nouvelle offensive des marques aux Etats—Unis" *Marketing Magazine*, February, p. 17

Lynch, J. Chakravarti, C and Mitra, A (1991) "Contrast effects in consumer judgments: Changes in mental representations or in the anchoring of rating scales" *Journal of Consumer Research*, Volume 18 (December Issue), p 284

McQuirrie, Edward (1996) *The market research toolbox*. Sage Publications, Inc

Nisbett, Richard and Wilson, Timothy (1977) "Telling more than we can know: Verbal reports on mental processes" *Psychological Review*, Volume 84 (Issue 3 May), pp. 231-259

Park, C.W. Sung, YJ. and Shocker, AD (1996) "Composite branding alliances: An investigation of extensions and feedback effects", *Journal of Marketing Research*, Volume 33 (Issue 4 November), pp. 453-466

Park, C.W. McCarthy, M and Milberg, S. (1993) "The effects of direct associative brand extension strategies on consumer response to brand extension" *Advances in Consumer Research*, Volume 20, p 28

Rao, A.R. Ruekert, R.W (1994) "Brand alliance as signal of product quality" *Sloan Management Review*, Volume 36 (Issue 1 fall), p 87

Selnes, Fred (1994) *Markedsundersøkelser*. 3. utgave. Tano AS

Scott, Sir Walter, (1808) "Marmion, Canto vi. Stanza 17."

Shimp, T. A. (1991) "Neo-Pavlovian conditioning and its implications for consumer theory and research." In: T. S. Robertson & H. H. Kassarian (Eds.), *Handbook of consumer behaviour* (pp. 162-187). Englewood Cliffs, NJ: Prentice Hall

Simonin, B.L; Ruth, J.A (1998) "Is a company known by the company it keeps? Assessing the spillover effect of brand alliance on consumer brand attitudes", *Journal of Marketing Research*, Volume 35 (Issue February), p 30-42

Shakespeare (1623) *Romeo and Juliet*, Act II, ii, 1-2

Stigler, G. J. (1961) "The economics of information", *Journal of Political Economy*, Volume 69 (Issue 3) pp. 213-225

Svartdal, Frode (1997) *Psykologi, en introduksjon* 1st ed. Notam Gyldendal

Supphellen, Magne (2000) "Understanding core brand equity: Guidelines for in-dept elicitation of brand association" *International Journal of Market Research*, Volume 42 (Issue 3), pp. 319-338

Supphellen, M. Eismann, Ø. Hem, L. (2004) "Can advertisement for brand extension revitalise flagship products" *International Journal of Advertising*, Volume 23 (Issue 2), p173-196

Thorbjørnsen, Helge (2005) "Brand extensions: Brand concept congruency and feedback effects revisited", *Journal of Product and Brand Management*, Volume 14 (Issue 4), pp 205-257

Tull, Donald. and Hawkins, Del (1979) *Meaning, measurement and method*. New York: Macmillian Publishing Co., Inc,

Washburn, Judith H. Till, Brian D. Priluck, Randi (2004): "Brand Alliance and Customer-Based Brand-Equity Effects" *Psychology & Marketing*, Volume 21 (Issue 7) p. 487-508

Zaltman, Gerald (1997): "Rethinking market research: Putting people back in" *Journal of Marketing Research*, Volume 34 (Issue 4), pp 424-437

Web sources:

AQR (The association for qualitative research): www.aqr.org.uk/glossary/

American Marketing Association: www.marketingpower.com/mg-dictionary.php

Brandchannel: www.brandchannel.com/education_glossary.asp

Britannica Encyclopaedia: www.britannica.com/eb/article-46709

Innéov homepage: www.inneov.com

Innéov German homepage: www.inneov.de

APPENDIX

Appendix I: Introduction material for Innéov The “stimulus”

The following pages contain the introduction material that constituted the stimulus. It is not identical to the one the respondents were exposed to due to the formal layout restraint that go with a thesis. The difference is simply a matter of size of the pictures



Are you looking to enhance your beauty in a nutritional way ?

Discover innéov nutritional supplements for skin and hair developed in partnership with the cutting-edge nutritional and dermatological research departments of Nestlé (Nutritional Research) and L'Oréal (Dermatological Research). Real "beauty pills" that act at the very heart of the metabolism to deliver global results on the whole face and body.





Nestlé - ernærings spesialist
L'Oréal - hud og hår speialist



Innéov - ernæringskosmetikk spesialist



Nestlé - ernæringsspesialisten

Nestlé har gitt Innéov tilgang til sin omfattende og banebrytende forskning innen ernæring, og sikrer dermed Innéov den aller nyeste forskning, så vel som optimal kvalitet og effektivitet på sine ingredienser.

Nestlé har som mål å fylle våre behov for helse og velvære gjennom forskningsbasert utvikling. De er den gruppen som satser mest på forskning og utvikling. I 2001 hadde de 3500 ansatte i 70 land, fordelt over 18 forskingssenter på fire kontinenter. Hjertet i dette interaktive forskingsnettverket er Nestlés forskingssenter (CRN) i Lausanne. Med 600 ansatte fra 40 land er CRN dedikert til banebrytende forskning og legger det vitenskapelige fundamentet for hele Nestlé gruppen.



L'Oréal - hud og hår spesialisten

L'Oréal har også gitt Innéov full tilgang til sin forskning. L'Oréal har en unik kjennskap til fysiologien til hud og hårs, så vel som en erfaring med vitenskapelig beviste effekter av oralt konsumert substanser.

Forskningsavdelingen til L'Oréal har 3000 ansatte over hele verden i 14 forskingssenter. I 2004 hadde gruppen 586 patenter og 60–80 vitenskapelige publikasjoner per år.

L'Oréal samarbeider med forskningsgrupper verden over i det derma-tologiske studiet SU.VI.MAX (Supplémentation en Vitamines et Minéraux Antioxydants) siden 1994. Det har inkludert 13000 frivillige i en periode over 8 år, og har bevist sammenhengen mellom ernæring og kvaliteten på huden.



Innéov - spesialist i ernæringskosmetikk

Innéov har kombinert L'Oréal's kompetanse om hud og hår med Nestlé kunnskap om ernæring, for å gi deg det alle beste innen ernæringskosmetikk. Innéov ønsker å gi et nytt tilskudd til dine skjønnhetsrutiner. Regelrette skjønnhetspiller sørger for at kroppen din fungerer optimalt, slik at skjønnheten kan komme innenfra og ut.

Alle Innéovs produkter har gjennomgått strenge krav til trygghet og effektivitet.

Renourrit la peau sèche en profondeur.
Durablement.

Efficacité évaluée
scientifiquement

Innéov
peau sèche

Complément alimentaire

Innéov for tørr hud

“The laboratories Innéov have developed Innéov for dry skin, an effective dermocosmetic dietary supplement. It supplies the skin with the necessary micro-nutrients to regenerate your skins protective barrier and strengthen it against harmful influences inside and out”.

Innéov har med sitt produkt mot tørr hud skapt en innovasjon innen ernæringskosmetikk. Innéov for tørr hud er spesielt utviklet for å intensivt gjenoppbygge tørr hud på kropp og ansikt, samtidig som den reduserer den ubehagelig strammende følelsen og tørrhetsrynker. Den er anbefalt for kvinner fra og med tretti årene.

Innéov for tørr hud er det første ernærings supplement som kombinerer omega 3 og omega 6, Lact Lykopen (kraftig antioksidant), med vitamin C og E for en intens gjenoppbygging og berikelse av hudens lipider (fettstoffer). Ingrediensene er essensielle for hudens struktur og smidighet, og spiller en viktig rolle i å opprettholde hudenes egen beskyttelsesbarriere.



Innéov Sun

“Innéov Sun prepares and protects your skin sun exposure. It strengthens your own protection system from the inside out and intensifies your tan.”

Innéov Sun øker hudens motstandsevne og forbereder huden på solen. Innéov laboratorier har utviklet et ernæringstilskudd som beviselig styrker hudens selvforsvar (oppbyggelsen av brunfarge i huden) og intensiverer denne prosessen. Huden blir bedre rustet til å bekjempe solforyskt aldring. Produktet er for kvinner og menn i alle aldre, enten de har sol-sensitiv hud eller ikke.

Innéov Sun inneholder en kombinasjon av aktive substanser med optimal absorberingsevnen, som er spesielt utviklet for å forberede huden på solens stråler. Produktet inneholder en kombinasjon av pro-biotika og kraftige antioksidanter.

- Skin-Probiotic (patenterte naturlige mikroorganismer som i jogurt)
- Betakarotener (antioksidant)
- Lykopin (antioksidant)

Innéov Sun sørger for å

- Styrke hudens selvforsvar innefra og ut
- Redusere sol sensitivitet
- Styrke hudenes motstand mot UV stråler
- Intensivere bruningsprosessen

Effektiviteten til Innéov Sun er blitt bevist i en omfattende klinisk studie under dermatologisk kontroll mot en placebogruppe. Innéov Sun gruppen demonstrerte positive effekter gjennom hele studiet.

innéov masse capillaire agit de l'intérieur
là où le cheveu se fabrique
pour freiner la chute quotidienne et aider
à redonner du volume à la chevelure

Efficacité évaluée
scientifiquement

innéov
masse capillaire

Anti-chute volumisateur par voie nutritionnelle
Preine à haute teneur
Aide à réduire l'apoptose et volume à la chevelure
Inhibition de la protéase cathepsin D et la kératine
pour favoriser la fabrication de la chevelure fort et épais
Efficacité évaluée scientifiquement par preuves de, tests, études

Complément alimentaire

Innéov for håret

Innéov for håret er et ernærings supplement som styrker svekket og tynt hår. Produktet gir volum og motstandskraft tilbake til håret. Resultatet er fyldigere, blankere og sunnere hår. Produktet inneholder bland annet sink. Til kvinner og menn i alle aldre som er oppatt av å styrke håret sitt.

innéov fermeté cible de l'intérieur les couches profondes de la peau
et aide la peau à gagner en matière et en fermeté

Efficacité démontrée
scientifiquement

Complément alimentaire

innéov
fermeté

Redensifiant cutané par voie nutritionnelle
Fournit et favorise la teneur à la peau
Au L'Acide Lipoïque™, l'Inositol™, le Vitamine C
High-Density active les antioxydants. Brevet déposé
Efficacité évaluée scientifiquement

Innéov oppstrammende

Ernærings supplement som skal motvike aldringsprosessen og gi støtte til hudstrukturen for kvinner over 40 år. Produktet virker oppbyggende på underhuden og forbedrer dermed hudstrukturen. Produktet inneholder blant annet antioksidanter, vitamin C og Soya.

Appendix II: Questionnaire for group 1, pre alliance

Introduksjon til gruppe 1

Først vil jeg få takke deg for at du tar deg tid til å gjøre denne undersøkelsen. Alt materialet som samles inn vil bli behandlet konfidensielt og kun bruk til min avsluttende siviløkonom oppgave ved Norges Handelshøyskole.

I denne undersøkelsen er det mitt mål å få en forståelse av dine oppfatninger og meninger og det finnes ingen fasit svar. Ofte har man mange assosiasjoner som man kanskje ikke var klar over. De første ord som kommer til tankene ofte er et uttrykk for nettopp disse assosiasjonene. Likevel er det bare å ta den tiden du trenger og ta en liten pause hvis du vil

Vedlagt finner du informasjonsmateriale om et nytt merke som enda ikke er lansert i Norge. Det er viktig at du ikke ser på informasjonen før du blir instruert til det.

Først vil jeg stille noen spørsmål om et merke som allerede er godt kjent i Norge, nemlig Nestlé.

På forhånd tusen takk for hjelpen.
Lykke til!

Kaia Mathiesen

Nestlé

Primære assosiasjoner

Nevn de aller første assosiasjonene som kommer til tanken når du tenker på merket Nestlé. Det spiller ingen rolle hva det er, bare oppgi assosiasjonene etter hvert som det kommer inn i tankene. Det er ingen rett eller gale svar, og det er ikke et spesielt antall som skal nevnes.

Sekundære assosiasjoner

List de assosiasjoner du måtte ha til de primære assosiasjonene du nevnte ned ved forrige spørsmål.

Merkets personlighet

Metoden vi nå skal bruke går ut på å definere et merkes "personlighet" ved hjelp av personlighetstrekk. Under følger en rekke slike trekk, merk av dem du føler passer til Nestlé sin personlighet. Hvis du svarer elektronisk, kan du enkelt slette boksen til de trekkene du ikke synes passer til merket

- down-to-earth
- family oriented
- small-town
- honest (ærlig)
- sincere (oppriktig)
- real
- wholesome (sunn)
- original
- cheerful
- sentimental
- friendly
- daring (vågal)
- trendy
- exciting

- spirited (humørfylt)
- cool
- young
- imaginative (oppfinnsom)
- unique
- up-to-date
- independent
- contemporary (i tiden)
- reliable (pålitelig)
- hard working
- secure (trygg)
- intelligent
- technical
- corporate
- successful
- leader
- confident (selvsikker)
- upper class
- glamorous
- good looking
- charming (sjarmerende)
- feminine
- smooth
- outdoorsy

- masculine
- western
- tough
- rugged (robust)

Objekt projeksjon

Her skal du skal velge en type objekt som du synes representerer/beskrive Nestlé. Under spørsmålet om hvorfor skal du prøve å begrunne valget og du kan du godt bruke stikkords form

For eksempel: Hvis du skal beskrive Tine meierier som en **dyr**, hvilket ville du valgt?

Hest

Hvorfor?

Fordi hesten er tradisjonell, trygg, sunn, stabil, den gir assosiasjoner til setergårder og gress, det gjør også Tine

Hvis du skal beskrive Nestlé som en **bil**, hvilket ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **dyr**, hvilket ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **by**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **drink/drikk**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **kjendis/celebritet**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **frukt/grønnsak**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **tøy/stoff**, hvem ville du valgt?

Hvorfor?

Sensoriske assosiasjoner

Her skal bruke med sansene (lukt, smak, hørsel) dine til å beskrive Nestlé, får så å begrunne valget.

For eksempel: Hva **lukter** du når du tenker på bilmerket Lada

Eksos

Hvorfor?

Forurensere, gammel motor med dårlig utslippskontroll, tenker grått, Øst-Europa, trist

Hva **lukter** du når du tenker på Nestlé

Hvorfor?

Hvilken **smak** kjenner du når du tenker på Nestlé

Hvorfor?

Hvilken **lyd** hører du når du tenker på Nestlé

Hvorfor?

Introduksjon av et nytt merke kalt Innéov

Fokus skifter nå fra Nestlé, og over til et nytt merke som enda ikke er lansert i Norge. Det heter Innéov og er introdusert i et eget vedlegg, og det er laget gjennom et samarbeid mellom Nestlé og L'Oréal. Ta deg god tid til å se gjennom materialet, og prøv og dann deg et inntrykk av merket. Når du har gjort det, kan du begynne med spørsmålene.

Primære assosiasjoner

Nevn de aller første assosiasjonene som kommer til tanken når du tenker på merket Innéov. Det spiller ingen rolle hva det er, bare oppgi assosiasjonene etter hvert som det kommer inn i tankene. Det er ingen rett eller gale svar, og det er ikke et spesielt antall som skal nevnes.

Sekundære assosiasjoner

List de assosiasjoner du måtte ha til de primære assosiasjonene du nevnte ned ved forrige spørsmål.

Merkets personlighet

Metoden vi nå skal bruke går ut på å definere et merkes "personlighet" ved hjelp av personlighetstrekk. Under følger en rekke slike trekk, merk av dem du føler passer til Innéov sin personlighet. Hvis du svarer elektronisk, kan du enkelt slette boksen til de trekkene du ikke synes passer til merket

- down-to-earth
- family oriented
- small-town
- honest (ærlig)
- sincere (oppriktig)
- real
- wholesome (sunn)
- original
- cheerful
- sentimental
- friendly

- daring (vågal)
- trendy
- exciting
- spirited (humørfylt)
- cool
- young
- imaginative (oppfinnsom)
- unique
- up-to-date
- independent
- contemporary (i tiden)
- reliable (pålitelig)
- hard working
- secure (trygg)
- intelligent
- technical
- corporate
- successful
- leader
- confident (selvsikker)
- upper class
- glamorous
- good looking
- charming (sjarmerende)
- feminine

- smooth
- outdoorsy
- masculine
- western
- tough
- rugged (robust)

Objekt projeksjon

Her skal du skal velge et objekt som du synes representerer/beskrive Innéov. Under spørsmålet om hvorfor kan du godt bruke stikkords form

Hvis du skal beskrive Innéov som en **bil**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **dyr**, hvilket ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **by**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **drink/drikk**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **kjendis/celebritet**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **frukt/grønnsak**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **tøy/stoff**, hvem ville du valgt?

Hvorfor?

Sensoriske assosiasjoner

Her skal bruke sansene (lukt, smak, hørsel) dine til å beskrive Innéov, får så å begrunne valget.

Hva **lukter** du når du tenker på Innéov

Hvorfor?

Hvilken **smak** kjenner du når du tenker på Innéov

Hvorfor?

Hvilken **lyd** hører du når du tenker på Innéov

Hvorfor?

Avsluttende spørsmål

Hvor gammel er du?

Har du noen gang brukt ernæringskosmetikk?

I så fall, hvilke

Hvis ikke, ville du vurdere å bruke ernæringskosmetikk?

Hvorfor /hvorfor ikke?

Har du noen gang brukt produkter fra Nestlé?

I så fall hvilken?

Hvis ikke, ville du vurdere å bruke produkter fra Nestlé?

Hvorfor/hvorfor ikke?

Appendix III: Questionnaire for group 2, post alliance

Introduksjon til gruppe 2

Først vil jeg få takke deg for at du tar deg tid til å gjøre denne undersøkelsen. Alt materialet som samles inn vil bli behandlet konfidensielt og kun bruk til min avsluttende siviløkonom oppgave ved Norges Handelshøyskole.

I denne undersøkelsen er det mitt mål å få en forståelse av dine oppfatninger og meninger og det finnes ingen fasit svar. Ofte har man mange assosiasjoner som man kanskje ikke var klar over. De første ord som kommer til tankene ofte er et uttrykk for nettopp disse assosiasjonene. Likevel er det bare å ta den tiden du trenger og ta en liten pause hvis du vil

Informasjon om Innéov

Vedlagt finner du introduksjonsmaterielle til et nytt merke som enda ikke er lansert i Norge. Dette merket er laget gjennom et samarbeid mellom Nestlè og L'Oréal. Ta deg god tid til å se gjennom det og prøv og dann et inntrykk

På forhånd takk for hjelpen

Lykke til!

Kaia Mathiesen

Innéov

Primære assosiasjoner

Nevn de aller første assosiasjonene som kommer til tanken når du tenker på merket Innéov. Det spiller ingen rolle hva det er, bare oppgi assosiasjonene etter hvert som det kommer inn i tankene. Det er ingen rett eller gale svar, og det er ikke et spesielt antall som skal nevnes.

Sekundære assosiasjoner

List de assosiasjoner du måtte ha til de primære assosiasjonene du nevnte ned ved forrige spørsmål.

Merkets personlighet

Metoden vi nå skal bruke går ut på å definere et merkes ”personlighet” ved hjelp av personlighetstrekk. Under følger en rekke slike trekk, merk av dem du føler passer til Innéov sin personlighet.

- down-to-earth
- family oriented
- small-town
- honest (ærlig)
- sincere (oppriktig)
- real
- wholesome (sunn)
- original
- cheerful
- sentimental
- friendly
- daring (vågal)
- trendy
- exciting

- spirited (humørfyllt)
- cool
- young
- imaginative (oppfinnsom)
- unique
- up-to-date
- independent
- contemporary (i tiden)
- reliable (pålitelig)
- hard working
- secure (trygg)
- intelligent
- technical
- corporate
- successful
- leader
- confident (selvsikker)
- upper class
- glamorous
- good looking
- charming (sjarmerende)
- feminine
- smooth
- outdoorsy
- masculine

- western
- tough
- rugged (robust)

Objekt projeksjon

Her skal du skal velge en type objekt som du synes representerer/beskrive Innéov. Under spørsmålet om hvorfor skal du prøve å begrunne valget og du kan du godt bruke stikkords form

For eksempel: Hvis du skal beskrive Tine meierier som en **dyr**, hvilket ville du valgt?

Hest

Hvorfor?

Fordi hesten er tradisjonell, trygg, sunn, stabil, den gir assosiasjoner til setergårder og gress, det gjør også Tine

Hvis du skal beskrive Innéov som en **bil**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **dyr**, hvilket ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **by**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **drink/drikk**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **kjendis/celebritet**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **frukt/grønnsak**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Innéov som en **tøy/stoff**, hvem ville du valgt?

Hvorfor?

Sensoriske assosiasjoner

Her skal bruke med sansene (lukt, smak, hørsel) dine til å beskrive Innéov, får så å begrunne valget.

For eksempel: Hva **lukter** du når du tenker på bilmerket Lada

Eksos

Hvorfor?

Forurensere, gammel motor med dårlig utslippskontroll, tenker grått, Øst-Europa, trist

Hva **lukter** du når du tenker på Innéov

Hvorfor?

Hvilken **smak** kjenner du når du tenker på Innéov

Hvorfor?

Hvilken **lyd** hører du når du tenker på Innéov

Hvorfor?

Nestlé

Fokus skiftes nå fra merket Innéov til et av de to opphavs merkene til Innéov, nemlig Nestlé. Du vil nå gjennomgå den samme undersøkelsen, men fokus er altså Nestlé

Primære assosiasjoner

Nevn de aller første assosiasjonene som kommer til tanken når du tenker på merket Innéov. Det spiller ingen rolle hva det er, bare oppgi assosiasjonene etter hvert som det kommer inn i tankene. Det er ingen rett eller gale svar, og det er ikke et spesielt antall som skal nevnes.

Sekundære assosiasjoner

List de assosiasjoner du måtte ha til de primære assosiasjonene du nevnte ned ved forrige spørsmål.

Merkets personlighet

Metoden vi nå skal bruke går ut på å definere et merkes "personlighet" ved hjelp av personlighetstrekk. Under følger en rekke slike trekk, merk av dem du føler passer til Nestlés personlighet.

- down-to-earth
- family oriented
- small-town
- honest (ærlig)
- sincere (oppriktig)
- real
- wholesome (sunn)
- original
- cheerful
- sentimental
- friendly
- daring (vågal)
- trendy

- exciting
- spirited (humørfyllt)
- cool
- young
- imaginative (oppfinnsom)
- unique
- up-to-date
- independent
- contemporary (i tiden)
- reliable (pålitelig)
- hard working
- secure (trygg)
- intelligent
- technical
- corporate
- successful
- leader
- confident (selvsikker)
- upper class
- glamorous
- good looking
- charming (sjarmerende)
- feminine
- smooth

- outdoorsy
- masculine
- western
- tough
- rugged (robust)

Objekt projeksjon

Her skal du skal velge en type objekt som du synes representerer/beskrive Nestlé. Under spørsmålet om hvorfor skal du prøve å begrunne valget og du kan du godt bruke stikkords form

Hvis du skal beskrive Nestlé som en **bil**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **dyr**, hvilket ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **by**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **drink/drikk**, hvilken ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **kjendis/celebritet**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **frukt/grønnsak**, hvem ville du valgt?

Hvorfor?

Hvis du skal beskrive Nestlé som en **tøy/stoff**, hvem ville du valgt?

Hvorfor?

Sensoriske assosiasjoner

Her skal bruke med sansene (lukt, smak, hørsel) dine til å beskrive Nestlé, får så å begrunne valget.

Hva **lukter** du når du tenker på Nestlé

Hvorfor?

Hvilken **smak** kjenner du når du tenker på Nestlé

Hvorfor?

Hvilken **lyd** hører du når du tenker på Nestlé

Hvorfor?

Avsluttende spørsmål

Hvor gammel er du?

Har du noen gang brukt ernæringskosmetikk?

I så fall, hvilke

Hvis ikke, ville du vurdere å bruke ernæringskosmetikk?

Hvorfor /hvorfor ikke?

Har du noen gang brukt produkter fra Nestlé?

I så fall hvilken?

Hvis ikke, ville du vurdere å bruke produkter fra Nestlé?

Hvorfor/hvorfor ikke?

Appendix IV: Findings Innéov

Result of the moodboard technique

Results are presented by picture with frequency and comments

| Pic. | Freq. | Comments |
|------|-------|--|
| 1 | 2 | fresh, tan tan great hair |
| 4 | | streamlined, glass |
| 7 | 2 | exclusive, pure, desired clean, exclusive, elegant |
| 8 | 2 | mature healthy fresh natural, healthy |
| 9 | 2 | clean healthy satisfaction, mature successful the good life, social, happy, elegant |
| 10 | | the ultimate mum, sexy, vibrant, yet maternal and dedicated |
| 14 | 2 | potential user, family, successful, picture perfect, having it all, natural, fresh family, quality time, fresh, healthy |
| 15 | 3 | brown color sun, beach, holiday holiday, sun, sun protection, taking care of your self, image conscious, lazy summer days exotic |
| 16 | | healthy, tasty, fresh, colors |
| 17 | 3 | happy, satisfied, successful, cheerful skin clean unisex healthy, fresh |
| 18 | | brown color |
| 22 | 2 | sleek, clean, streamlined minimalist, elegant, post modern, how success look today |
| 23 | | beautiful holiday destination, exclusive, exotic, summer and sun |
| 24 | | natural, beauty, conscious, reflective |
| 25 | | sun, sun screen, protection |
| 26 | 3 | bedroom, bohemian, nature, conscious, target segment, holiday holiday, sun, sun protection, taking care of your self, image conscious, lazy summer days beautiful summery elegant relaxes natural |
| 27 | 2 | skin and hair, glamorous, elegant, soft, natural, clean target segment |
| 28 | 3 | lifestyle, potential user summer and sun beautiful summery elegant relaxes natural |
| 29 | | bedroom, bohemian, nature, conscious, target segment, holiday |
| 33 | | happy mother, target segment, successful |
| 35 | 2 | summer, sun, water, swimming summer, sun and see side |
| 37 | | color hair |
| 49 | | healthy, anti oxidant, expensive, rich |
| 50 | 3 | exercise, healthy, diet, conscious supplement, charisma, sporty healthy, sporty, exercise |

| | | |
|-----|---|---|
| 52 | 2 | potential user, exclusive, well groomed, admired potential user, elegant, successful, ambitious, vain |
| 55 | | sun, swimming |
| 58 | 2 | healthy food, energy, good choice, slim, green, appetizing healthy food, color |
| 67 | | colors, having it all, time and energy for a party |
| 68 | 2 | clean, healthy, satisfaction, mature, successful potential user, started aging |
| 69 | 2 | exercise, healthy, diet, conscious sporty, athletic |
| 70 | 3 | colors, could be commercial, magical, holistic natural, supplement, satisfaction, cleanliness, healthy, skin and hair skin hair, beautiful natural, healthy clean |
| 74 | 2 | perfect, successful, beautiful skin and hair potential user, mature yet vibrant, sexy, elegant, groomed |
| 83 | | summer, sun, water, swimming, exotic |
| 84 | 3 | tenderness, intimacy, clean, streamlined clean, healthy, satisfaction, mature, successful spa, luxurious, pampering, relaxing |
| 90 | | healthy, green |
| 92 | 2 | healthy food, energy, good choice, slim, green, appetizing healthy, color |
| 94 | 2 | also for men, fit, successful, metro sexual, appearance conscious for the modern man, healthy, handsome, good looking |
| 95 | 3 | exercise, healthy, diet, conscious sporty sporty, harmony, balance, holistic |
| 96 | 2 | milk healthy pure fresh, healthy, pure, |
| 97 | | healthy food, energy, good choice, slim, green, appetizing |
| 99 | | elegant, expensive, aspiration, luxurious |
| 100 | | man, tan, sporty, athletic |
| 101 | | big city feel, busy people, late nights, exclusivity |
| 102 | 2 | potential user, executive, business, achieved, perfect successful, beautiful, achieved, groomed, achieved the top, admired |
| 103 | 2 | freshness, health, nature, natural colors, natural |
| 106 | | natural, colors, pretty, summer house |
| 107 | 2 | busy people, surplus potential user, beautiful, natural, busy, successful |
| 108 | 2 | potential user, exclusivity, color, educated, female, upper class, conscious potential user, maybe too young vain, "desperate" |
| 109 | | skin and hair, glamorous, elegant, soft, natural, clean |
| 110 | 4 | perfect reminds of product, could be commercial skin skin, pure, clean, aspiration |
| 111 | 3 | holiday feeling , olives, Mediterranean, successful, wine, fresh, natural, perfect wine, summer, quality time, the good life, idyllic the good life, good times, relaxes, holiday, time off |
| 119 | 3 | healthy, energetic, fresh, apple, color, skin, fresh, healthy skin, fresh healthy |

| | | |
|-----|---|---|
| 120 | | metro sexual, life quality, conscious, masculine |
| 121 | 3 | classic skin and hair perfect exclusive, potential user, right age, image conscious, appearance elegant, right age, good skin, groomed, potential user |
| 123 | 2 | soft, firm skin and hair skin and hair, mature |
| 124 | | summer, holidays, relaxing, time out, nature |
| 127 | 4 | sea, Holliday, the color fresh, sun, warm summer, sun, swimming, exotic, peaceful, quite, retreat, spa sun tan destination user would go too, exotic, expensive |
| 128 | 3 | colors, countryside, holiday holiday feeling , olives, Mediterranean, successful, wine, fresh, natural, perfect rustic and charming, high class, elegant, hide away |
| 129 | 2 | water, life source, contact with nature swimming, clear, fresh |
| 130 | | laboratory |
| 132 | 3 | beautiful strong hair hair, flawless soft natural strong hair |
| 134 | 2 | summer, sun screen, fresh, paradise sun, protection, taking care of yourself |

Summary of moodboard results

There was a considerable spread in the pictures chosen by the respondents, yet there is great unity in *some* views of the brand. I will group the pictures and discuss them as “clusters”. Some of these cluster merger onto each other in a sort of continuum, sharing many of the pictures, but nonetheless I will stick to my clusters.

Cluster one: “Success / Perfection / Having it all”

This cluster can best be described as “having it all”. It seems my respondents view the Innéov user as someone how manages all the demands of modern society: Raising great children, looking good, having thriving career, always being “on top of her game”. The user is seen by many respondents as someone with a perfected and idealized life style

Key words/concepts: Success, achieved, “reaching the top”, perfect, well groomed, admired, perfection, having it all, feminine, elegant, executive

Cluster two: “Sun/Holliday”

The reasons for these pictures being chosen were said to be that people who would use the product would go to these kinds of exclusive destination, i.e. be in a financial situation to travel to exotic places. The element of sun is vital.

Key words/concepts: Sun protection, taking care of your self, exclusive holiday destination, tan, sun, swimming

Cluster three: “The good life/Spa”

The respondents talked about enjoying life, perhaps having a spa, good wine and food with good friend in the country side away from the noise and stress of the city, enjoying life.

Key words/concepts: Perfect, success, surplus, life quality, balance, good choices, “the good life”, spa, luxury, exclusive, quality time, “having it all”, “time out”

Cluster four: “Beautiful skin/hair”

All these pictures were chosen for their image of beautiful skin and hair. However, it was also because of the soft, respectful and natural way they display skin and hair. Many responded also said these pictures could have been advisement pictures for the products.

Key words/concepts: Perfection, prefect, natural, beautiful, skin, hair, flawless

Cluster five: “Natural/pure”

This cluster was not as steadily present as some of the other clusters. There seems to be a view of the product as being something very clean, pure and natural.

Key words/concepts: Natural, clean, pure, milk, nature, balance, water, fresh

Cluster six: “Sporty/Healthy”

Respondents talk about a holistic approach to beauty or “beauty from within”. It focuses on a healthy lifestyle, good diet, balance and exercise.

Key words/concepts: Sporty, athletic, health conscious, healthy, exercise, pilates

Cluster seven: “Men”

There was also a mentioning of a more masculine user image. The fact that some of the products are suggested for men, has not escaped the attention of my respondents. The metro sexual man is mentioned, David Beckham being the leader of that pack, as a potential user.

Key words/concepts: metro sexual, sporty, good looking, successful, healthy

Result of the successive word technique

The first figure I am presenting is the complete list of association mentioned by the respondent in the successive word technique. The frequency column is the aggregated frequency with which an association was mentioned. The subsequent columns are the order in which they were mentioned. "1st" is the primary association then the secondary association and so on. I grouped together words that are almost identical such as: "French" and "from France" "healthy food" and "food that is good for you", but only where appropriate.

| Associations complete list | Σ Freq | 1st | 2nd | 3rd | 5th | 6th | 7th | 8th |
|---------------------------------------|---------------|------------|------------|------------|------------|------------|------------|------------|
| exploits appearance/age obsession | 7 | | 1 | 2 | 1 | 1 | 1 | 1 |
| questionable science | 6 | 2 | 1 | 1 | 1 | | 1 | |
| feminine / female | 6 | 2 | | 1 | | 1 | 2 | |
| green, purple, magenta & orange | 6 | 1 | 1 | 1 | 2 | 1 | | |
| skin care | 5 | 2 | | 3 | | | | |
| health food (helse kost) | 5 | 1 | 3 | | 1 | | | |
| scientific | 5 | 1 | 2 | | | 2 | | |
| promises too much/too good to be true | 5 | 1 | 1 | 1 | | 1 | | 1 |
| fighting aging | 5 | | 1 | | 3 | 1 | | |
| marketing "bull shit" | 4 | 1 | | 2 | 1 | | | |
| expensive | 4 | 1 | | | 1 | 2 | | |
| beauty | 4 | | 2 | 2 | | | | |
| cooperation (Nestlé and L'Oréal) | 4 | | 1 | 2 | | | 1 | |
| innovative | 3 | 2 | 1 | | | | | |
| beauty from the inside / holistic | 3 | 2 | | 1 | | | | |
| speculative | 3 | 1 | | | 1 | | 1 | |
| nice layout | 3 | 1 | | | | 1 | 1 | |
| exclusive/ luxurious | 3 | | 2 | | 1 | | | |
| unnecessary | 3 | | 1 | 1 | | 1 | | |
| skeptic | 3 | | | 2 | 1 | | | |
| foreign word | 2 | 1 | 1 | | | | | |
| skin & hair | 2 | 1 | | | 1 | | | |
| sunscreen | 2 | | 1 | 1 | | | | |
| softness | 2 | | 1 | | | 1 | | |
| irritation | 2 | | 1 | | | | | 1 |
| French country of origin | 2 | | | | 2 | | | |
| safe | 2 | | | | | | 1 | 1 |
| apples | 1 | 1 | | | | | | |
| black and white pictures | 1 | 1 | | | | | | |
| cleanliness | 1 | 1 | | | | | | |
| stupid | 1 | 1 | | | | | | |
| new | 1 | | 1 | | | | | |
| pills | 1 | | 1 | | | | | |
| for spa people | 1 | | | 1 | | | | |
| pretentious | 1 | | | 1 | | | | |
| too young models | 1 | | | 1 | | | | |
| commercial fashion magazine | 1 | | | | 1 | | | |
| sterile | 1 | | | | 1 | | | |
| copies imedeen | 1 | | | | | | | 1 |

| | Σ Freq | 1st | 2nd | 3rd | 5th | 6th | 7th | 8th |
|--|------------------|----------|----------|----------|----------|----------|----------|----------|
| Negative/unfavorable impressions Σ | 31 | 6 | 4 | 9 | 5 | 2 | 2 | 3 |
| exploits appearance/age obsession | 7 | | 1 | 2 | 1 | 1 | 1 | 1 |
| questionable science | 6 | 2 | 1 | 1 | 1 | | 1 | |
| promises too much/too good to be true | 5 | 1 | 1 | 1 | | 1 | | 1 |
| marketing "bull shit" | 4 | 1 | | 2 | 1 | | | |
| speculative | 3 | 1 | | | 1 | | 1 | |
| unnecessary | 3 | | 1 | 1 | | 1 | | |
| skeptic | 3 | | | 2 | 1 | | | |
| irritation | 2 | | 1 | | | | | 1 |
| stupid | 1 | 1 | | | | | | |
| pretentious | 1 | | | 1 | | | | |
| too young models | 1 | | | 1 | | | | |
| sterile | 1 | | | | 1 | | | |
| copies imedeen | 1 | | | | | | | 1 |
| Beauty Σ | 22 | 5 | 5 | 7 | 3 | 2 | | |
| skin care | 5 | 2 | | 3 | | | | |
| fights aging | 5 | | 1 | | 3 | 1 | | |
| beauty | 4 | | 2 | 2 | | | | |
| beauty from the inside / holistic | 3 | 2 | | 1 | | | | |
| sunscreen | 2 | | 1 | 1 | | | | |
| softness | 2 | | 1 | | | 1 | | |
| cleanliness | 1 | 1 | | | | | | |
| Credible health claim Σ | 14 | 3 | 6 | | 1 | 2 | 1 | 1 |
| health food (helse kost) | 5 | 1 | 3 | | 1 | | | |
| scientific | 5 | 1 | 2 | | | 2 | | |
| safe | 2 | | | | | | 1 | 1 |
| apples | 1 | 1 | | | | | | |
| pills | 1 | | 1 | | | | | |
| Nice layout of information material Σ | 13 | 4 | 1 | 1 | 4 | 2 | 1 | |
| green, purple, magenta & orange | 6 | 1 | 1 | 1 | 2 | 1 | | |
| nice layout | 3 | 1 | | | | 1 | 1 | |
| skin & hair | 2 | 1 | | | 1 | | | |
| black and white pictures | 1 | 1 | | | | | | |
| commercial fashion magazine | 1 | | | | 1 | | | |
| Origin Σ | 8 | 1 | 2 | 2 | 2 | | 1 | |
| cooperation (Nestlé and L'Oréal) | 4 | | 1 | 2 | | | 1 | |
| foreign word | 2 | 1 | 1 | | | | | |
| French country of origin | 2 | | | | 2 | | | |
| Upper class Σ | 8 | 1 | 2 | 1 | 2 | 2 | | |
| expensive | 4 | 1 | | | 1 | 2 | | |
| exclusive/ luxurious | 3 | | 2 | | 1 | | | |
| for spa people | 1 | | | 1 | | | | |
| Femininity Σ | 6 | 2 | | 1 | | 1 | 2 | |
| feminine / female | 6 | 2 | | 1 | | 1 | 2 | |
| Innovative Σ | 4 | 2 | 2 | | | | | |
| innovative | 3 | 2 | 1 | | | | | |
| new | 1 | | 1 | | | | | |

In the previous figure I have simple grouped together the different association under headings that describe the associations to improve the accessibility of the information. They are still ranked according to frequency within and between the headings.

Results of the object projection technique

I will now present my findings from the object projection technique and the sensory questions.

| Objects | Choice | Freq | Comments |
|---------------|----------------------|------|--|
| CAR | | | |
| | Peugeot | 3 | French, good but not great, affordable French, feminine Girly |
| | Skoda | | Up and coming, created by Audi and VW |
| | BMW | | Luxurious, streamlined, sleek |
| | Maybach | | Appeals to an artificial need (worlds most expensive car) |
| | Big SUV | | Appeals to an artificial need |
| | Fiat | | Looks good, but is not |
| ANIMAL | | | |
| | cat | 4 | Feminine Elegant, good looking, streamline, simple Elegant, performance oriented, dignified Soft and clean |
| | leopard cub | | If it survives it can be big, strong, fast and adaptable |
| | deer | | Elegant |
| | mink inn captivity | | Appeal to an artificial need |
| | snake | | Slick, deceitful |
| CITY | | | |
| | Paris | 4 | Associated with perfume, creams and beauty products Substance yet trendy, elegant, modern and sunny Elegant ladies with smooth hair and skin Obsessed with beauty |
| | New York | 2 | Sex and the city lifestyle, pretty ladies, elegant yet simple Busy people, self-centered and vain |
| | LA | | Shallow and profit oriented |
| | Luzerne | | luxury products & people who pay for beauty and welfare |
| DRINK | | | |
| | Champagne | 2 | Good for summer and parties Pure, simple, elegant, crisp, fresh, timeless and elegant |
| | Cosmopolitan | | Carrie of Sex & the city, cosmopolitan, cranberries, healthy |
| | Martini | | Feminine and sweet |
| | Green ice tea | | Combines something new with something old |
| | Coffee latte | | Trendy, but nothing new |
| | Quality orange juice | | Healthy and expensive |
| | Cola light | | Body conscious and anorexic |

| CELEB. | | | |
|---------------|---------------------|---|--|
| | Catherine Deneuve | 2 | French elegance, natural, graceful Smooth hair and skin, removed wrinkles with natural result |
| | Kate Winslett. | | Healthy and beautiful |
| | Juliette Binoche | | Beautiful, elegant |
| | Catherin Zeta Jones | | Naturally elegant, not over the top |
| | Isabella Rossilini | | Elegant, stylish |
| | Paris Hilton | | Busy, young, vain |
| | Grete Rode | | Vegetables and vitamins, diet |
| FRUIT | | | |
| | apple | 3 | Fresh, healthy, right color, acidulous Healthy, fresh, not too special Healthy, fresh, green |
| | strawberries | | Fresh, good with champagne |
| | papaya | | Sweet, but not too sweet, exclusive |
| | peach | | Like skin |
| | lime | | Green color, probably good for skin and hair |
| | cucumber | | Fresh, green, low calorie |
| FABRIC | | | |
| | silk | 4 | Smooth, soft Smooth, soft elegant, timeless Natural, soft Luxurious, exclusive |
| | linen | 2 | Fresh, natural Natural, lovely and summery |
| | velvet | | Soft, sophisticated |
| | fur | | Can easily be replaced by other materials |
| SMELL | | | |
| | vanilla | | sweet |
| | jasmine | | grows naturally, smell god, exclusive |
| | apple | | fresh, acidulous, tasteful |
| | nothing | | sterile |
| | lemon | | fresh |
| | salt and sea | | summer and sun goes with sea |
| | lightly perfumes | | fresh, green, clean |
| TASTE | | | |
| | nothing | 2 | sterile gives no taste associations |
| | vanilla | | sweet |
| | papaya | | grows naturally, smell god, exclusive |
| | apple | | fresh, acidulous, tasteful |
| | fresh | | fresh |
| | mint | | fresh, green |
| SOUND | | | |
| | waves | 2 | the ladies that use it have beach houses, goes with the sun |
| | classical music | | calm, peace |
| | birds chiming | | natural, peaceful |
| | nothing | | undecided silence |
| | wind blowing | | light and peaceful |
| | cash register | | money making machine |

Summary of the object projection technique

This table is a summary of most of the comments made by the respondent as to why they chose the different objects. I have not included the comments that were only mentioned once.

| Comment | freq | 1st | 2nd | 3rd | 4th | 5th |
|------------------------------|-------------|------------|------------|------------|------------|------------|
| fresh | 13 | 10 | 2 | | | 1 |
| elegant | 13 | 6 | 2 | 4 | | 1 |
| natural | 10 | 6 | 3 | 1 | | |
| luxury / exclusive | 7 | 3 | 1 | 3 | | |
| healthy | 5 | 4 | 1 | | | |
| soft | 5 | 2 | 3 | | | |
| color | 5 | 1 | 3 | 1 | | |
| clean / sleek | 5 | | 2 | 3 | | |
| feminine | 4 | 3 | 1 | | | |
| good looking / beautiful | 4 | 2 | 2 | | | |
| sun / summer | 4 | 2 | | 1 | | 1 |
| French | 3 | 3 | | | | |
| appeal to an artificial need | 3 | 3 | | | | |
| sweet | 3 | 3 | | | | |
| smooth | 3 | 3 | | | | |
| sex and the city | 3 | 2 | | | 1 | |
| peaceful | 3 | | 3 | | | |
| acidulous | 3 | | 2 | | 1 | |
| simple | 3 | | 1 | | 2 | |
| sterile | 2 | 2 | | | | |
| trendy | 2 | 1 | 1 | | | |
| profit oriented | 2 | 1 | 1 | | | |
| a lady | 2 | | 2 | | | |
| skin and hair | 2 | | 1 | 1 | | |
| vain | 2 | | | 2 | | |

Appendix V: Findings Nestlé pre alliance

Results of the moodboard technique

I will first present a table of the pictures chosen and the respondent's comments.

| Pic. | Freq. | Comments |
|------|-------|--|
| 2 | | cereal, full grain |
| 3 | | where coffee comes from |
| 5 | 4 | chocolate chocolate different kinds chocolate |
| 8 | | mature, female, healthy, fresh, natural |
| 9 | | drink, good life, young, successful |
| 11 | | laundry efficient quilt |
| 13 | 3 | coffee coffee, coffee cup coffee, enjoying it |
| 14 | 4 | children, soccer mom, detergent, domestic, mother, responsible family, happy, idyllic, nuclear family family, perfect, successful green ice tea |
| 15 | | advertisement, cereal |
| 16 | 3 | breakfast, coffee cereal cereals, fitness and fruits |
| 17 | 2 | colors, playful, healthy morning, getting up, breakfast, lazy morning |
| 19 | | detergent, blues, harmonic, gentle, quality, sensitivity |
| 20 | 3 | baby food baby food, mother, thoughtful, "only the best" nestle porridge |
| 21 | | getting married will soon have children and baby food |
| 22 | | kitchen, coffee, sterile |
| 24 | | living room for ice cream coffee and dessert |
| 25 | 2 | babies, baby food, safe, quality baby porridge healthy |
| 26 | | colors, brown, snug, comfortable |
| 28 | | water, beach, nature |
| 29 | 2 | breakfast in bed, coffee colors, brown, snug, comfortable |
| 31 | 2 | ice cream, summer safe, children Norwegian |
| 33 | | partly frustrated, but a little funny morning stress, career women |
| 34 | 3 | cows ice-cream chocolate cows idyllic, country side milk cows |
| 35 | 2 | color brown wellness, idyllic, nice weather, commercial for cereal |
| 36 | 2 | Asia, far east, color red orange Buddha and tea |

| | | |
|----|---|---|
| 38 | 3 | green summer ice tea ice tea, summer, sun Nestea |
| 39 | | Asia coffee |
| 40 | 4 | children children, light children, summer ice-cream and lemonade ice tea girls summer children |
| 46 | 2 | chocolate, fancy chocolate |
| 49 | | "the good life" |
| 50 | 3 | breakfast breakfast, cereal, sporty, energetic cereals, healthy, sporty, berries |
| 52 | | coffee, dark coffee exclusive |
| 53 | 3 | going to have breakfast and get up morning tiered coffee breakfast getting up coffee |
| 54 | | healthy breakfast |
| 54 | | breakfast children |
| 54 | | breakfast before school nutritious |
| 55 | | children, summer ice-cream and lemonade |
| 56 | 4 | baby food baby food possessed mass produces baby food baby food babies feeding |
| 57 | | coffee drinker, boss, drinks lots of coffee |
| 59 | 2 | ice cream, summer ice cream |
| 65 | | light, colors, western, clean, familiar |
| 67 | | color |
| 68 | | perfect, healthy, familiar, an attainable perfection |
| 69 | | healthy sporty breakfast starting the day idyllic, Nordic |
| 70 | 2 | perfect, light, skin, colors, healthy ice tea leaves |
| 71 | 2 | coffee farmers, poor, exploited by nestle color brown like coffee beans |
| 73 | 2 | Arabian countries, coffee baby food, healthy, fresh |
| 74 | | playful, perfect |
| 76 | 3 | Children, bright, light ice-cream, children, summer, young, healthy, white, clean |
| 78 | 4 | baby picture children food, baby food children, light, pastel, colors baby porridge healthy |
| 80 | | exploited, nothing left for local community |
| 81 | | alps Swiss |

| | | |
|-----|---|--|
| | | formula, feeding time, motherhood milk, babies feeding, bliss formula |
| 87 | | chocolate, commercial |
| 89 | 2 | nature Norwegian familiar Nestle Swiss |
| 90 | 2 | grass, Nordic setting summer, ice-cream, children |
| 93 | 3 | coffee farmer, gets nothing return for hard work, exploits, coffee farmer, poor, exploits, colors coffee |
| 94 | 4 | father of the house going to have breakfast and get up milk morning, getting up, breakfast |
| 95 | | exercise |
| 96 | 2 | children, baby food milk, delicate colors |
| 97 | 2 | "kneke brød" breakfast breakfast |
| 98 | | coffee |
| 99 | | chocolate exclusive |
| 100 | | sporty, healthy, fit |
| 103 | 2 | ice cream, chocolate, cows, milk chocolate, advertisement nature, Norwegian and not sturdy |
| 107 | | getting ready for work, about to have breakfast |
| 108 | | drinks a lighter coffee |
| 113 | | children, ice-cream, summer, |
| 114 | | "The good life" |
| 115 | | dessert, coffee |
| 116 | 4 | bad instant coffee, student life, hate hate hate Nescafé gull, cramming, studying, tiered study hall, student life study hall, drinking lot of coffee |
| 118 | 4 | ice cream, summer, idyllic childhood ice cream, summer, messy summer, ice-cream, children children, ice-cream, summer, |
| 121 | 2 | baby baby food, mother, thoughtful, "only the best" |
| 124 | | picnic, tables, cozy, homey, enjoyable |
| 126 | 2 | playful children childhood, summer |
| 127 | | beach, ideal |
| 130 | | detergent, sterile, a little bad |
| 133 | 4 | coffee coffee instant coffee, not very good quick decent coffee |

Moodboard summery

It is clear that Nestlé has a more extensive presence in the mind of my target segment than Innéov does. The results showed that very rich and diverse associative networks were stored and that they were quite unified. The majority of the clusters found, were present in most respondents' choices. There were two major categories of cluster: Product related and abstract concept related. In the product category there were associations such as milk, coffee, chocolate etc. In the abstract associations' category were association concepts such as "country of origin", "family values", "health" etc.

Product related clusters:

Cluster one: Baby food and baby formula

This was a perfectly unison association held by everyone and it was the most salient and dominant cluster along side "coffee". Nestlé is baby food in the eyes of my respondents.

Key words: Baby food, mother, baby, formula, milk, messy, bliss, motherhood

Cluster two: Coffee

Coffee is the other perfectly unison association held by everyone. There are several different ways in which these associations are held:

- *Cheap coffee*, embodied by Nescafé Gull, this is the most dominant association within the coffee cluster. This simple jar carries a great many associations with it, most of them not very positive. They don't actually like the coffee that much, but most of the respondents say they drink it.

- The *quality coffee* image is embodied by Nestlé's Nespresso. The respondents that mentioned good coffee mentioned Nespresso. Also Nestlé's line of more advanced instant coffees such as Café au Lait, Ice Coffee, etc. are mentioned as more liked than Nescafé Gull

Key words: Nescafé Gull, study hall, bad coffee, tired, good coffee, morning, dessert coffee,

Cluster three: Cereal/breakfast

This is the third cluster of unison associations. Cereals of various kinds are a salient association though the healthy cereals have left more of an impression. The respondents view the Nestlé breakfast as something very healthy, wholesome and nutritious, and good for dieting. It is seen as an ideal by many respondents. Nestlé is almost as synonymous with breakfast as it is with baby food.

Key words: Breakfast, cereal, healthy food, morning, family, getting up, breakfast, preparing for the day.

Cluster four: Various foods and beverage

This cluster the respondents lists the some of the foods and beverages that they associate with Nestlé.

- *Chocolate* is listed as both ordinary chocolate as well as a more expensive chocolate and is a very common association.

- *Milk* was an occasionally mention association. The respondents that reported this had spent some time abroad (Nestlé has a considerable dairy production abroad)

- *Ice tea* is not a very unison association but still present. Also the green used in the Nestea advertisement is a salient association with those who mentioned ice tea.

Key words: Ice tea, ice cream, milk, chocolate

Abstract concept related clusters

Cluster five: Sporty/healthy/family life

The respondents see Nestlé as irrevocably connected to healthy food and a perfected type of family life. I touched upon this cluster in the discussion of cereals/breakfast and baby food but it is such an import cluster of association that I wanted to mention them as an abstract pheromone. Nestlé is seen as healthy, it is the life the we want to live, it is the soccer moms, it is fresh laundry (laundry was frequently mentioned even though Nestlé has no detergents), summer and ice cream, the nuclear family, full grain, green grass, the smell of babies, mothers love, it is once again the life we idealize and strived for. It is described as bliss, harmony and very often as and as an ideal.

Key words: Soccer mom, perfection, ideal, healthy, wholesome, genuine, safe, familiar, babies, idyllic

Cluster six: Country of origin

The Swiss country of origin is a quite strong and fairly common association. It is however not as strong as it Innéov French origin is. I addition to a Swiss image, Nestlé is seen as very Nordic and Norwegian. This was reported on several occasions from different respondents. In contrast to this clear image of Swiss origin, there is an element of international, multi ethnic, community and what is called a “colorful togetherness” (fargerikt fellesskap). The respondents imagine happy children of all colors and sizes playing together.

Key words: Swiss, Alps, lederhosen, goat, multi racial, colorful

Cluster seven: Study hall (lesesal)

This is a cluster usually found in students. The respondents internally linked Nescafé Gull to studying. They report a sort of a bittersweet association to days gone or still lingering.

Key words: Study hall, bad coffee, late nights

Cluster eight: The tragedy

This refers to the tragic marketing by Nestlé of baby formula to third world countries. They used various underhanded methods to convince mothers that formula was better than breastfeeding. They exploited the fact that most of the women were uneducated, illiterate and they indirectly bribed nurses to support the use of formula. The results was at least 35 000 dead infants and an unknown number of infants impaired for life.

Many respondents remember this scandal precisely giving this as the reason for their choice of pictures. Other had a vague “up to no good”, “can’t be trusted” impression but being completely clear as to why.

Key words: Exploitations, unethical, bad, profit on the back of the poor

Nestlé pre alliance moodboard



| Single association | | | | | | | | | | |
|----------------------------|---|---|---|---|---|---|---|---|---|--|
| TNC | 4 | 2 | | 1 | | | | 1 | | |
| nutrition | 2 | 1 | | | 1 | | | | | |
| high profile brands | 2 | | | | | 2 | | | | |
| quality time with children | 2 | | | | | | | 1 | 1 | |
| powder | 1 | 1 | | | | | | | | |
| tasteless | 1 | | 1 | | | | | | | |
| high prices | 1 | | | | 1 | | | | | |
| good taste | 1 | | | | | 1 | | | | |
| family | 1 | | | | | | 1 | | | |
| quality | 1 | | | | | | 1 | | | |
| unhealthy | 1 | | | | | | 1 | | | |
| canned food | 1 | | | | | | | 1 | | |
| irritation | 1 | | | | | | | 1 | | |
| safe | 1 | | | | | | | 1 | | |
| summer / sun | 1 | | | | | | | | 1 | |

Results from the object projection technique

In this table I am presenting the comments made on the object projection technique. Once again many of the association revolve around the actual products of Nestlé, and it was harder to create a meaningful summery then was the case for Innéov. The true summery here lies not in the listed association, but in implications of the many different objects and the similarity in them.

| Object | choice | Freq. | Comment |
|---------------|---------------|--------------|--|
| CAR | | | |
| | Volvo | 2 | ultimate family car safe, care for children |
| | Golf | 2 | family, safe, good quality Quite small like Nestlé products |
| | Toyota | | common, quality, simple |
| | station wagon | | boring, common |
| | Ford | | everyday car for normal people |
| ANIMAL | | | |
| | pig | | unsophisticated, feeding babies is messy |
| | bunny | | logo is a bunny |
| | lion | | big powerfull and strong, difficult for others to attach |
| | cow | | you make milk powder from cows milk |
| | fox | | the color |
| | squirrel | | I think it is in the logo |
| | koala bear | | soft, cuddly, calm and children friendly |
| CITY | | | |
| | Alp village | 2 | cows Swiss image of Nestlé |
| | Swiss city | | very clean and almost sterile |
| | Frankfurt | | big, but traditional and a little boring |

| | | | |
|------------------|----------------------------|---|---|
| | Trondheim | | Tine dairy is big in Trøndelag |
| | Nice | | medium sized city, not so stressed, fair skin inhabitants |
| | St. Gallen | | first time I spent in a house with a Nespresso machine |
| DRINK | | | |
| | chocolate milk | 2 | drank chocolate milk as a child, and have given it to my children love (No Suggestions) |
| | sweet milk with mint taste | | sold in southern Italy and is from Nestlé |
| | velling | | it tastes good |
| | ice tea | | all the commercial |
| | Nescafé | | no one above no one on the side |
| | formula | | it is the product I know the best |
| CELEBRITY | | | |
| | Lano Baby | 2 | quite children with curls is very nestle same type of commercial as Nestlé |
| | Goofy (langbein) | | super sensible and child friendly |
| | Arnold Schwarzenegger | | big, strong and traditional |
| | Cato Zahl Pedersen | | Great athlete that used milk powder on his journey to the North Pole |
| | George Clooney | | spokes person for Nespresso |
| | blank | | |
| FRUIT | | | |
| | cucumber | | no particulate taste, like Nestlé has left little impression on me |
| | hip | | Nestlé reminds me of hip tee |
| | cauliflower | | white |
| | potato | | traditional |
| | banana | | given in addition to breast milk as you wean |
| | pear | | a little healthy and very sweet |
| | carrot | | very health, simple and wholesome |
| FABRIC | | | |
| | cotton | 4 | practical, no fancy stuff most baby clothes are made from cotton Common robust, common, functional |
| | velvet | | soft, cuddly, calm and children friendly |
| | corduroy | | robust and traditional |
| | leather | | Leatherhosen' and Switzerland |
| SMELL | | | |
| | coffee | 2 | love the smell of a freshly opened box of coffee Nespresso |
| | chocolate | 2 | reminds me of chocolate think of Lion, Smarties etc |
| | milk | | white. Light color |
| | factory, chemical smell | | very processed food, not natural |
| | sweet milk | | that is how Nestlé smells |
| TASTE | | | |
| | chocolate milk | 2 | first meeting with the brand memories of childhood |
| | banana | | you give mashed bananas to children as you wean them |
| | bitter | | Nestlé has a bitter aftertaste |
| | sweet milk | | that is how Nestlé tastes |
| | sweet | | many of Nestlé product are sweet |
| | coffee | | Nestlé is Nescafé gull |

| SOUND | | |
|-------|--------------------|---|
| | spoon steering | sound of chocolate milk |
| | screaming | little children sometime don't want mashed banana |
| | machinery | noisy and loud |
| | wind | calm |
| | baby feeing sounds | that is how it sounds |
| | coffee steaming | sound of a Nespresso machine |
| | baby sounds | link Nestlé to baby food |

Summary object projection technique

I will also enclose a summery of the most frequent comments made. I did however find this task a lot harder than with the Innéov object projection technique. The reason is as one can see from the material above, that many respondents have a very product orient image of Nestlé.

| Association | Freq |
|-----------------------------|------|
| children | 8 |
| coffee (all) | 5 |
| babies (included baby food) | 5 |
| good quality / taste | 4 |
| normal / common | 4 |
| robust / strong | 4 |
| traditional | 4 |
| boring / plain | 3 |
| light color | 3 |
| milk / cows | 3 |
| safe | 3 |
| Swiss | 3 |
| chocolate | 2 |
| family | 2 |
| friendly | 2 |
| healthy | 2 |
| sweet | 2 |

Appendix VI: Findings Nestlé post alliance

Results from the moodboard technique

I will first present a table of the pictures chosen and the respondent's comments.

| Pic. | Freq. | Comment |
|------|-------|--|
| 2 | 3 | oatmeal, cereal, naked, strong, healthy, pure Oatmeal, cereal, healthy Food, cereal, |
| 5 | 4 | chocolate, Swiss, food chocolate simple chocolate chocolate simple |
| 8 | | Happy, women |
| 10 | 2 | mother and child, care intimacy, closeness, dyad Angelina, child, image, family, take care of children, good, food, quality, |
| 11 | 2 | children everyday less glamorous, same all over the world everyday life, laundry, bright colors |
| 13 | 4 | coffee, tea, beverage coffee cup, everyday plain instant coffee, cheap, Nescafé gull, study hall coffee, wholesome man, enjoying coffee, quality, is a special moment |
| 14 | 4 | small children, growing up, nutrition babies, baby food, family, attractive, happy, harmony, successful family life, idyllic, bright colors, Caucasian, nature family, happy, perfect |
| 16 | 5 | cereal ice cream, milk, cream, rich, creamy, enjoyment cereal, milk, healthy, breakfast, red berries cereal fitness and fruits, healthy, good start of the day cereals |
| 17 | | Lifestyle, intimate, relaxed |
| 20 | 3 | children's food, care, mother, child, nutrition mother and child, care intimacy, closeness, dyad mother child, non Caucasian, sunny |
| 22 | | food, nutrition |
| 25 | 4 | mother and child mother and child, care intimacy, closeness, dyad mother and child, nature, natural, laid back baby food |
| 26 | 2 | summery comfortable, homey, safe, good looking looks upper class, status brand, dominate brand, |
| 28 | | summery comfortable, homey, safe, good looking |
| 31 | 2 | mother and child, care intimacy, closeness, dyad children, playing, Caucasian, summery natural, green, humorous |
| 33 | 2 | mother and child, care intimacy, closeness, dyad Elegant mum, private school, charming morning chaos, timeless |
| 34 | 4 | milk, chocolate milk chocolate cow, Swiss, milk, nature |

| | | |
|----|---|--|
| | | cow, famous sign of Switzerland, milk, yogurt |
| 38 | 3 | ice tea, Nestea ice tee, beverages, ice tea, sun, warm |
| 40 | 3 | home, healthy, diapers, picnic, satisfied children, clean, milk, good teeth happy kids, bets for your children, appealing to the parents, |
| 46 | 4 | food, chocolate chocolate, exclusive expensive chocolate, delicate chocolate, famous for chocolate, Swiss, nestle produces chocolate |
| 47 | 3 | food healthy, sensible diet food, wellness, fish, healthy, |
| 50 | 4 | cereal, nutritional, healthy cereal, happy, healthy start of the day, exercise, fresh and perky cereal, healthy, exercises, fit, jogging, sunny, morning, good looking cereals, enjoying the cereals, personal, |
| 53 | 4 | hung over, tired, getting up tired, coffee, morning breakfast, getting up coffee coffee morning |
| 54 | 3 | typical breakfast scene, siblings, food schoolchildren breakfast healthy before school, whole grain, breakfast |
| 55 | 3 | healthy, life, satisfied, healthy, child fresh, activity, fun summer freedom, perfect childhood, healthy, sporty, nature |
| 56 | 5 | food, baby, Nestlé glass of baby food baby food baby food babies feeding baby food, babies |
| 58 | 2 | healthy, sensible diet healthy, food |
| 59 | 4 | food ice cream, milk, cream, rich, creamy, enjoyment ice cream, cream, rich, milk ice cream, presenting looks good, appetizing, |
| 64 | | food, family, happy, eat healthy, white, simple, clean, |
| 65 | 2 | care and nutrition summer, nature, happy, mother and child, dyad, perfect, aspiration |
| 66 | 2 | food food, cop sticks, global |
| 67 | | class, enjoying the evening with a drink |
| 68 | 2 | Nestlé mom, beautiful, mature and natural satisfied, harmony |
| 69 | 2 | exercise, fit, healthy, sporty sport, healthy, |
| 70 | 5 | nature ice cream, milk, cream, rich, creamy, enjoyment milk, clean natural, clean, beautiful, green, |

| | | |
|-----|---|--|
| | | young, successful, want to enjoy life, healthy, conscious, sporty |
| 76 | 3 | babies, baby food, family, attractive, happy, harmony, successful child, childhood, freedom, happiness, safe, play happy girl, free, carefree, |
| 78 | 2 | babies, baby food, family, attractive, happy, harmony, successful diapers, babies, motherhood, pregnancy |
| 80 | 2 | formula exploited community, wasn't breastfeed |
| 81 | 2 | Swiss, Alps, Switzerland, alpine nature guy, Swiss, Austria, mountain, nature, wild nature, untouched, |
| 84 | 2 | diapers pampered, enjoying free time, relaxation |
| 86 | 4 | formula scandal, should let women breastfeed, natural state formula, motherhood, feeding babies feeding, dyad, milk, milk, mother taking care of baby, happy mother |
| 87 | | happy childhood |
| 89 | 2 | scenery, Swiss, mountain, nature green grass, cows, milk, nature |
| 90 | 2 | happy couple, nature, grass, idyllic satisfied, nature, perfect, cocooned, |
| 92 | 2 | food, coco, beverages food, ready made food, processed, healthy |
| 93 | 2 | exploited coffee farmers, Latin America, takes advantage of poor farmers exploited coffee farmers, Latin America |
| 94 | 3 | Lifestyle, homey, comfortable chocolate, exclusive, after eight morning, coffee, breakfast, cereals, wholesome and handsome |
| 95 | 2 | exercise, toned, healthy sporty, fit, exercises, eating healthy, |
| 96 | 4 | milk ice cream, milk, cream, rich, creamy, enjoyment milk, pure, light colors, blond, milk, closed eye, really enjoying the milk |
| 97 | 3 | healthy, food, nutrition healthy, sensible diet food, healthy, sesame seeds, |
| 99 | 3 | chocolate chocolate boxes, exclusive chocolate, exclusive, Swiss |
| 103 | | nature, silent, harmony |
| 104 | | dynamic, movement, sports, water, fresh, refreshing, light, sunny |
| 105 | | consequence of international trade, ruthless, opportunistic, big dirty business |
| 106 | | home, meal |
| 107 | 2 | coffee, working, peaceful coming home, relaxing, reading, eating, taking care of yourself, balance, |
| 111 | | picnic, food, outside, enjoying food, garden, nature |
| 112 | | five friends enjoying time in nature, good quality food, premium |
| 114 | | international, multi ethnic |
| 115 | 3 | ice cream, milk, cream, rich, creamy, enjoyment dessert coffee, summer, little extra cream, coffee, strawberries |

| | | |
|-----|---|--|
| 116 | 3 | study hall, student life instant coffee, student life, study hall, collage study hall, drinking lot of coffee, cheap |
| 118 | 3 | ice cream, summer, idyllic childhood ice cream, kid children, ice-cream, summer, |
| 119 | 2 | healthy, applet , food she looks satisfied, apple, relaxed, carefree |
| 120 | | energetic, dynamic, has an objective |
| 121 | 2 | special bond of mother and child, delicate, aspiration taking care of child, golden ring, luxury |
| 124 | 2 | picnic in the green picnic, enjoying, nature |
| 126 | 3 | small children, growing up, nutrition attractive children, clean, summer children, summer, bliss, laughter |
| 128 | | free weekend, getting away, nature, enjoying, timeout |
| 129 | | water, wellness, pampering, |
| 130 | 3 | pharmacist, laboratories, development laboratories, making new food research for producing, R&D |
| 133 | 4 | wanne be god coffee, cheap, quick, instant coffee instant coffee, not very good quick decent coffee |

I found it very hard to find significant changes in the pre and post alliance sample. Most of the key associations and key concept word were mention essentially the same number of times. Many of these associations were mentioned a few times more in the post alliance than in the pre alliance sample, but I do not find this to be significant. More pictures were chosen in general in the post alliance sample, giving more answers to count.

I did however find some changes and I will summarize these changes below, comparing the post alliance sample with the pre alliance sample. I will not give the summarized cluster as these were overwhelmingly similar to the ones found in the pre alliance sample

Changes from the pre alliance sample

Reduced elicitation

- Nordic went from 5 to none in the post alliance.
- Breakfast was reduced to a third from 16 mentioning to 6
- Children went from 19 to 12
- Summer went from 15 to 10

- Coffee went from 28 to 19
- Babies went from 17 to 12

Increased elicitation

- Happy increased twelve times over from 1 to 12
- Family quadrupled from 2 to 8
- Milk more then tippled from 5 to 19
- Mother went from 4 to 14
- Food went from 12 to
- Healthy doubled from 12 to 26
- Good went from 12 to 26
- Light color went from 6 to 12
- Cereal from 7 to 12

Moodboard Nestlé post alliance



Results from the successive word technique

In this table I am presenting the findings from the successive word technique. Because so many of the association reported by the respondents revolved around different products, I believe that the most accurate way to present the findings are by grouping them, and then presenting them according to rank. The first line for each cluster is in bold print and gives the aggregated sum of the frequency for that cluster. At the end of the table there are the different associations which did not fall naturally around either a product or a concept. As the associations are already grouped, I will give no further summary

| Cluster | Association | Freq. | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | 8th | 9th |
|--|-----------------------------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| baby food Σ | | 12 | 3 | 1 | 4 | 2 | 1 | 1 | | | |
| | baby food | 7 | 2 | 1 | 1 | 1 | 1 | 1 | | | |
| | baby porridge | 2 | 1 | | 1 | | | | | | |
| | formula | 3 | | | 2 | 1 | | | | | |
| formula scandal/unethical Σ | | 12 | 2 | | 1 | 2 | 3 | 2 | 2 | | |
| | "formula scandal" | 9 | 2 | | 1 | 2 | 1 | 1 | 2 | | |
| | unethical | 2 | | | | | 2 | | | | |
| | unrealistic commercial | 1 | | | | | | 1 | | | |
| chocolate Σ | | 9 | | 2 | 2 | 3 | 1 | 1 | | | |
| | chocolate | 7 | | 1 | 2 | 3 | 1 | | | | |
| | after eight | 1 | | 1 | | | | | | | |
| | smartest | 1 | | | | | | 1 | | | |
| coffee Σ | | 7 | | 5 | 1 | | | 1 | | | |
| | coffee | 3 | | 2 | 1 | | | | | | |
| | instant coffee | 2 | | 2 | | | | | | | |
| | coffee vending machine | 1 | | 1 | | | | | | | |
| | Nescafé | 1 | | | | | | 1 | | | |
| Swiss Σ | | 7 | | 2 | 1 | 1 | 2 | 1 | | | |
| | Swiss | 6 | | 2 | 1 | 1 | 1 | 1 | | | |
| | alps | 1 | | | | | 1 | | | | |
| Nesquick | | 6 | 1 | | 3 | 1 | | | | 1 | |
| | chocolate milk/ Nesquick | 6 | 1 | | 3 | 1 | | | | 1 | |
| brands/product Σ | | 4 | 1 | 1 | | 1 | | | | | 1 |
| | ice tea / Nestea | 1 | 1 | | | | | | | | |
| | cereal | 1 | | 1 | | | | | | | |
| | ice cream | 1 | | | | | | | | | 1 |
| | milk | 1 | | | | 1 | | | | | |
| Single associations | | | | | | | | | | | |
| | large multinational company | 5 | 1 | 1 | | 1 | | 1 | 1 | | |
| | nutrition / food | 4 | 4 | | | | | | | | |
| | good taste | 3 | | | 1 | | | 1 | | | 1 |
| | children | 2 | 1 | | 1 | | | | | | |
| | beverages | 2 | 1 | 1 | | | | | | | |
| | summer / sun | 2 | | 1 | 1 | | | | | | |
| | processed food | 2 | | | | 1 | | | 1 | | |
| | sugary | 2 | | | | | 1 | | 1 | | |
| | refreshing | 1 | | | | 1 | | | | | |
| | old fashion | 1 | | | | | 1 | | | | |

| | | | | | | | | | |
|------------|---|--|--|--|---|---|---|---|---|
| unhealthy | 1 | | | | 1 | | | | |
| wholesome | 1 | | | | 1 | | | | |
| quality | 1 | | | | | 1 | | | |
| study hall | 1 | | | | | 1 | | | |
| teddy bear | 1 | | | | | 1 | | | |
| pregnant | 1 | | | | | | 1 | | |
| tasteless | 1 | | | | | | 1 | | |
| healthy | 1 | | | | | | | 1 | |
| safe | 1 | | | | | | | 1 | |
| calm | 1 | | | | | | | | 1 |
| sturdy | 1 | | | | | | | | 1 |

Results from the object projection technique, post alliance

In this table I am presenting the comments made using the object projection technique. Once again many of the association revolve around the actual products of Nestlé.

| Object | choice | Freq. | Comment |
|---------------|------------------|-------|---|
| CAR | | | |
| | Golf | | safe |
| | cheap family car | | just is |
| | Volvo SUV | | safe, family bliss, quality, successful |
| | Ford | | apparently a good car |
| | Toyota | | durable |
| | blank | | |
| | 4x4 | | suited for mountain driving |
| ANIMAL | | | |
| | bear | | cozy, sturdy and homely. strong enough to crush anything the jungle |
| | mountain goats | | imagine that is what Switzerland is like a little |
| | horse | | old and faithful |
| | sheep | | reminds me of children not cool or daring, but stable and common |
| | Fox | | cunning, sly and funny |
| | bird | | from the logo |
| | cow | | milk chocolate |
| CITY | | | |
| | Zurich | 2 | European, nice, sturdy, unexciting, powerful Swiss banking, dangerous, finical elite Swiss, elegant, traditional, successful |
| | Geneva | 2 | only Swiss city I know international, many languages, cows, and sheep, milk and nature |
| | Oslo | | Familiar and safe |
| | Tokyo | | "little" people fast food and finance |
| | Berlin | | urban, German |
| DRINK | | | |
| | Ice tea | 2 | they make it What I associate with Nestlé |
| | Smoothie | 2 | fresh, healthy sweet, good |
| | instant coffee | | that is what Nestlé is |
| | milk/coffee | | their dominant products |
| | milk | | reminds me of ice-cream and babies |

| CELEBRITY | | | |
|------------------|-------------------|---|---|
| | Angela Merkel | | good intentions, sturdy hard, German, iron women powerful, potentially dangerous |
| | King Harald | | You know what he represents, no surprises |
| | Geir Moen | | Sporty, well known, healthy |
| | Nigella Lawson | | Super mom, wholesome, maternal, healthy |
| | David Beckham | | fast, athletic, father, a little slick |
| | Jens Stoltenberg | | Stabile, solid |
| | George Clooney | | his Nespresso commercial |
| FRUIT | | | |
| | apple | 2 | sturdy tasty, used to it |
| | banana | | mild and good taste |
| | spinach | | as healthy as it can get |
| | nectarine | | hybrid product |
| | lemon | | acidulous and fresh |
| | tea leaves | | Nestea |
| FABRIC | | | |
| | Cotton | 5 | simple, useful, soft, common goes with everything soft and non expensive, versatile familiar convenient |
| | "sterile" | | hard solid traditional |
| | wool | | warms |
| SMELL | | | |
| | instant coffee | | What Nestlé is |
| | vanilla | | sweet and children love it |
| | fresh cut grass | | idyllic |
| | banana | | familiar and tasty |
| | un decidable | | artificial |
| | Ice tee | | what I associate with nestle |
| | coco | | Nestlé product |
| TASTE | | | |
| | chocolate | 2 | tasty and due to Nesquik Nestlé product |
| | instant coffee | | What Nestlé is |
| | vanilla | | sweet and children love it |
| | chocolate milk | | happy childhood images |
| | un decidable | | artificial |
| | mango | | mango ice tee |
| SOUND | | | |
| | soft but audible | | not very prominent, but everywhere |
| | water boiler | | sound of preparing coffee |
| | children laughing | | happy children |
| | farting sound | | comes from eating unhealthy food |
| | blank | | |
| | bird chining | | there are birds in the park where I drink ice tee in the summer |
| | water running | | natural and beverage |

Summary of the object projection technique

I will below enclose a summary of the most frequent comments made. I did however find this task a lot harder than with the Innéov object projection technique. The reason is as one can see from the material above, that many respondents have a very product orient image of Nestlé.

| Association | Freq |
|-----------------------------|-------------|
| robust / sturdy / hard | 6 |
| boarding / plain / familiar | 5 |
| children | 5 |
| good quality / taste | 5 |
| normal / common | 5 |
| healthy | 4 |
| Swiss | 4 |
| family | 3 |
| healthy | 3 |
| ice tea | 3 |
| versatile | 3 |
| coffee (all) | 2 |
| dangerous | 2 |
| fresh | 2 |
| soft | 2 |
| traditional | 2 |
| artificial | 2 |

Appendix VII: Results brand personality

I have chosen to present these results side by side in order to better demonstrate the difference between Innéov and the pre and post alliance sample. In both the pre and post alliance sample there was a great spread in the traits chosen and it was a little more challenging in to decide witch trait applied then in the case of Innéov. For Innéov I had 16 respondents that answered the questions, for Nestlé I had 10 respondents in each group, 20 in total.

| TRAIT | Freq. Nestlé pre | Freq. Nestlé post | Freq. Innéov | FACET | Avg facet pre | Avg facet post | Avg facet Innéov | Δ in facets | FACTOR | Avg factor pre | Avg factor post | Avg factor Innéov |
|---------------------------------------|------------------|-------------------|--------------|---------------|---------------|----------------|------------------|--------------|-----------------|----------------|-----------------|-------------------|
| down-to-earth | 4 | 2 | 2 | Down to earth | 4,00 | 3,33 | 0,7 | -0,67 | Sincerity | 3,64 | 3,09 | 3,9 |
| family oriented | 6 | 6 | 0 | | | | | | | | | |
| small-town | 2 | 2 | 0 | | | | | | | | | |
| honest | 1 | 2 | 2 | Honest | 3,00 | 2,00 | 4,0 | -1,00 | | | | |
| sincere | 3 | 1 | 7 | | | | | | | | | |
| real | 5 | 3 | 3 | | | | | | | | | |
| wholesome | 4 | 4 | 8 | Wholesome | 5,00 | 4,50 | 7,5 | -0,50 | | | | |
| original | 6 | 5 | 7 | | | | | | | | | |
| cheerful | 2 | 4 | 3 | Cheerful | 3,00 | 3,00 | 3,3 | 0,00 | | | | |
| sentimental | 1 | 2 | 0 | | | | | | | | | |
| friendly | 6 | 3 | 7 | | | | | | | | | |
| total Δ in pre and post factor | | | | | | | | -0,55 | | | | |
| daring | 0 | 1 | 3 | Daring | 0,33 | 1,33 | 5,3 | 1,00 | Excite- ment | 2,09 | 2,82 | 6,4 |
| trendy | 1 | 2 | 9 | | | | | | | | | |
| exciting | 0 | 1 | 4 | | | | | | | | | |
| spirited | 1 | 3 | 2 | Spirited | 1,33 | 2,67 | 4,0 | 1,33 | | | | |
| cool | 1 | 2 | 6 | | | | | | | | | |
| young | 2 | 3 | 4 | | | | | | | | | |
| imaginative | 3 | 4 | 9 | Imaginative | 3,50 | 3,50 | 7,0 | 0,00 | | | | |
| unique | 4 | 3 | 5 | | | | | | | | | |
| up-to-date | 3 | 4 | 11 | Up to date | 3,67 | 4,00 | 9,3 | 0,33 | | | | |
| independent | 4 | 3 | 4 | | | | | | | | | |
| contemporary | 4 | 5 | 13 | | | | | | | | | |
| total Δ in pre and post factor | | | | | | | | 0,73 | | | | |
| reliable | 5 | 4 | 5 | Reliable | 4,00 | 3,67 | 4,7 | -0,33 | Compe- tence | 4,33 | 4,33 | 6,2 |
| hard working | 3 | 4 | 3 | | | | | | | | | |
| secure | 4 | 3 | 6 | | | | | | | | | |
| intelligent | 2 | 3 | 6 | Intelligent | 3,33 | 4,00 | 7,3 | 0,67 | | | | |
| technical | 3 | 3 | 9 | | | | | | | | | |
| corporate | 5 | 6 | 7 | | | | | | | | | |
| successful | 6 | 5 | 8 | Successful | 5,67 | 5,33 | 6,7 | -0,33 | | | | |
| leader | 6 | 5 | 5 | | | | | | | | | |
| confident | 5 | 6 | 7 | | | | | | | | | |
| total Δ in pre and post factor | | | | | | | | 0,00 | | | | |

| | | | | | | | | | | | | |
|--------------|---|---|----|-------------|------|------|-----|------|----------------|------|------|-----|
| upper class | 1 | 1 | 5 | Upper-class | 1,00 | 2,00 | 7,0 | 1,00 | Sophistication | 2,00 | 2,67 | 7,8 |
| glamorous | 1 | 2 | 7 | | | | | | | | | |
| good looking | 1 | 3 | 9 | Charming | 3,00 | 3,33 | 8,7 | 0,33 | | | | |
| charming | 2 | 2 | 5 | | | | | | | | | |
| feminine | 4 | 4 | 12 | | | | | | | | | |
| smooth | 3 | 4 | 9 | | | | | | | | | |

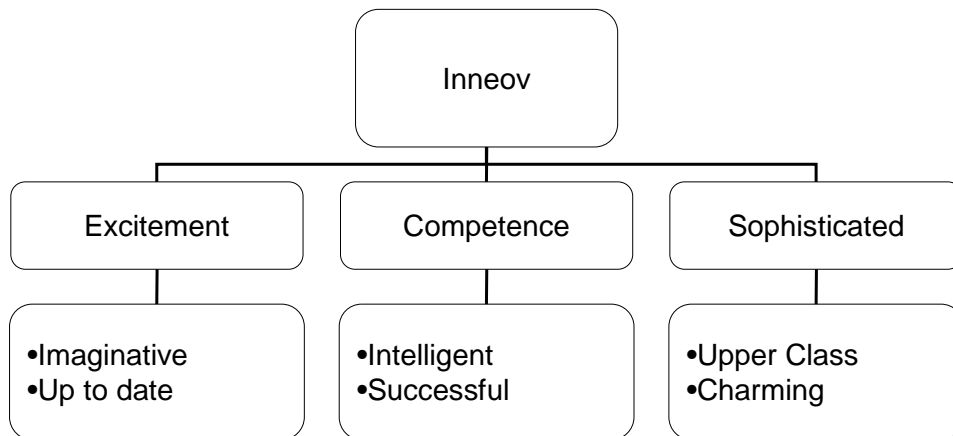
total Δ in pre and post factor **0,67**

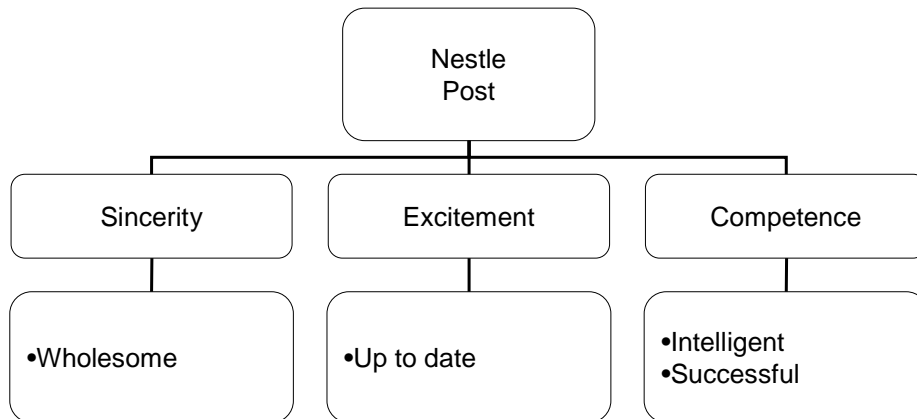
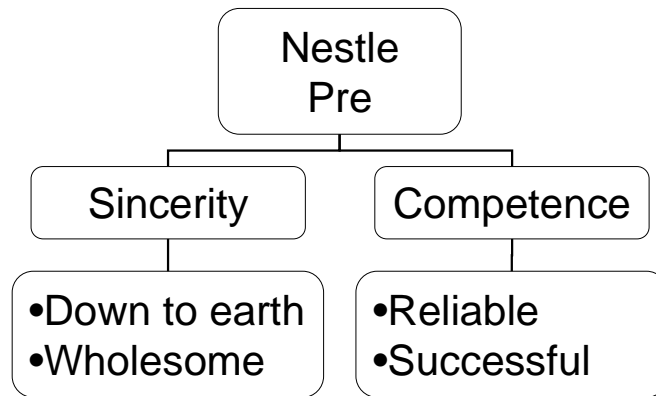
| | | | | | | | | | | | | |
|-----------|---|---|---|-----------|------|------|-----|-------|------------|------|------|-----|
| outdoorsy | 4 | 2 | 4 | Outdoorsy | 2,67 | 1,67 | 1,3 | -1,00 | Ruggedness | 2,20 | 1,20 | 1,2 |
| masculine | 1 | 0 | 0 | | | | | | | | | |
| western | 3 | 3 | 0 | Tough | 1,50 | 0,50 | 1,0 | -1,00 | | | | |
| tough | 1 | 0 | 1 | | | | | | | | | |
| rugged | 2 | 1 | 1 | | | | | | | | | |

total Δ in pre and post factor **-1**

- Dominate aspect of Nestlé pre alliance
- Dominate aspect of Nestlé post alliance
- Dominate aspect of Innéov
- Biggest increase in Nestlé due to the alliance
- Biggest decrease in Nestlé due to the alliance

I have included three figure showing the dominate facet and factor of the pre and post alliance sample group.





Appendix VIII: All moodboard pictures



1



2



3



4



5



6



7



8



9



10



11



12



13



14



15



16



17



18



019



020



021



22



23



024



25



026



27



28



029



31



33



34



35



36



037



38



39



40



41



42



44



45



46



47



49



50



51



52



53



54



55



56



57



58



59



60



61



62



063



65



66



67



68



069



70



71



73



74



75



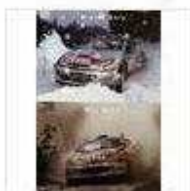
076



077



078



79



80



81



83



84



85



86



87



89



90



92



93



94



95



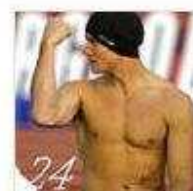
96



97



99



100



101



102



103



104



105



106



107



108



109



110



111



112



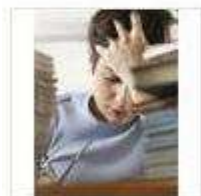
113



114



115



116



118



119



120



121



123



124



125



126



127



128



129



130



132



133



134