

# **The Role of Brand Personality in Franchise Business:**

*A Comparative Study of Starbucks & Robert's Coffee.*

Degree Programme: International Business

Supervisor: Andreas Stenius

Kaelan Robinson - 16914

|   |   |
|---|---|
| EXAMENSARBETE   |   |
| Arcada  |   |
| Utbildningsprogram:   | International Business  |
| Identifikationsnummer:  | 16914   |
| Författare:   | Kaelan Robinson   |
| Arbetets namn:  | To What Extent Does Brand Personality Affect Consumer Perceptions Towards Franchises? |
| Handledare (Arcada):  | Andreas Stenius   |
| Uppdragsgivare:   |   |
| <p>Sammandrag:</p> <p>Studien genomfördes och inriktade att analysera roll och betydelse av varumärkespersonlighet inom franchise-företag ur ett konsumentperspektiv. Studien formulerades att bedöma och jämföra en stor, global multinationella franchise varumärke, Starbucks och en mindre, lokal skala franchise inom samma marknad av franchise-företag, Roberts Coffee som arbetar primärt i Finland genom en jämförande fallstudie.</p> <p>Genom distribution av ett frågeformulär till 105 respondenter, forskningen syftade till att svara 3 forskningsfrågor. Denna studie var utformad för att bedöma huruvida det finns en definitiv länk mellan varumärkespersonlighet i franchising och deras prestanda, hur medvetna konsumenterna är av märkespersonligheter franchise företag syftar till att projicera och huruvida konsumenterna aktivt söka franchise-varumärken med starka varumärkes personlighetsdrag och egenskaper. Denna studie infördes begreppet branding och varumärkespersonlighet för läsaren inom ramen för en franchise affärsmodell med stöd från tidigare verk som David och Jennifer Aaker, Philip Kotler bland andra.</p> <p>Resultaten av forskningen diskuterades i två avsnitt. Den första delen fokuserade på de kvantitativa resultaten och deras implikationer och den andra delen utgjordes av ett jämförelse mellan reklammaterial som används av Roberts Coffee &amp; Starbucks med öppna svar från studiedeltagarna.</p> <p>Tillfrågade uppgav också att ett starkt varumärke personlighet korrelerar med bättre franchise-prestanda ur ett konsumentperspektiv och konsumenterna inte söka stark personlighet attribut i franchising. Franchise-företag ofta bara delvis leverera i fråga om sin varumärkespersonlighet lämnar många konsumenter med en begränsad förståelse för vad personligheten faktiskt är.</p> |   |
| Nyckelord:  | Varumärke, franchise, varumärkespersonlighet, marknadsföring                          |
| Sidantal:   | 73  |
| Språk:  | Engelska  |
| Datum för godkännande:  |   |

|   |   |
|---|---|
| DEGREE THESIS   |   |
| Arcada  |   |
|   |   |
| Degree Programme:   | International Business  |
|   |   |
| Identification number:  | 16914   |
| Author:   | Kaelan Robinson   |
| Title:  | To What Extent Does Brand Personality Affect Consumer Perceptions Towards Franchises? |
| Supervisor (Arcada):  | Andreas Stenius   |
|   |   |
| Commissioned by:  |   |
|   |   |
| <p>Abstract:</p> <p>This study was conducted and aimed towards analyzing the role and importance of brand personality within franchise businesses from a consumer perspective. The study was formulated to assess and compare a large, global multinational franchise brand, <i>Starbucks</i> and a smaller, local-scale franchise within the same market of franchise business, <i>Robert's Coffee</i> that operates primarily in Finland through a comparative case study.</p> <p>Through the distribution of a questionnaire to 105 respondents, this research aimed to answer three research questions. This study was designed to assess if there is a definitive link between brand personality in franchises and their performance, how aware consumers are of the brand personality franchises aim to project and whether or not consumers actively seek franchise brands with strong brand personality traits and characteristics. This study introduces the concept of branding and brand personality to the reader within the context of a franchise business model with support from previous works such those by David and Jennifer Aaker and Philip Kotler amongst others.</p> <p>Results of the research were discussed in two subsections. The first part focused on the quantitative findings and their implications, the second consisted of a comparison between advertising materials used by Robert's Coffee &amp; Starbucks with open-ended responses from the study participants.</p> <p>Respondents indicated that a strong brand personality does correlate with better franchise performance from a consumer perspective and consumers do seek out strong personality attributes in franchises. Franchises often only partially deliver with brand personality leaving many consumers with a limited understanding of what the personality actually is.</p> |   |
| Keywords:   | Branding, franchises, brand personality, brand image, marketing                       |
| Number of pages:  | 73  |
| Language:   | English   |
| Date of acceptance:   |   |

# CONTENTS

|          |   |           |
|----------|---|-----------|
| <b>1</b> | <b>Research topic</b>   | <b>7</b>  |
| 1.1      | Introduction  | 7         |
| 1.2      | Research Aim  | 7         |
| 1.3      | Research Questions  | 8         |
| 1.4      | Research Process & Design   | 9         |
| 1.5      | Material  | 10        |
| 1.6      | Approach  | 11        |
| 1.7      | Data Collection   | 11        |
| 1.8      | Data Analysis & Interpretation  | 12        |
| <b>2</b> | <b>Expected Results</b>   | <b>12</b> |
| <b>3</b> | <b>Theoretical Framework</b>  | <b>13</b> |
| 3.1      | Key Definitions   | 13        |
| 3.2      | Previous Works & Studies  | 13        |
| 3.3      | Branding within the franchise business model                                      | 16        |
| 3.4      | The relationship between brand personality and image                              | 17        |
| 3.5      | Brand Personality in Franchises: Starbucks & Robert's Coffee                      | 19        |
| 3.5.1    | <i>Starbucks</i>  | 19        |
| 3.5.2    | <i>Robert's Coffee</i>  | 21        |
| <b>4</b> | <b>Demarcation</b>  | <b>23</b> |
| <b>5</b> | <b>The Relationship Between Brand Personality Theory and The Primary Research</b> | <b>23</b> |
| <b>6</b> | <b>Empirical Findings</b>   | <b>24</b> |
| 6.1      | Sampling & Rationale  | 24        |
| 6.2      | The Questionnaire   | 25        |
| 6.3      | Data Collection & Analysis  | 26        |
| 6.4      | Results   | 26        |
| 6.5      | Reliability and Statistical Significance  | 34        |
| <b>7</b> | <b>Discussion</b>   | <b>35</b> |
| 7.1      | Quantitative Insights from Consumer Perspective                                   | 36        |
| 7.1.1    | <i>Questionnaire Results in Relation to Theoretical Views</i>                     | 36        |
| 7.1.2    | <i>Chi-Square Test Results</i>  | 39        |
| 7.1.3    | <i>Confidence Intervals</i>   | 41        |
| 7.1.4    | <i>Multiple Response Statistics - Question 4</i>                                  | 42        |
| 7.1.5    | <i>Insights Gathered</i>  | 44        |

|           |  |           |
|-----------|--|-----------|
| 7.2       | A Comparison Between Open-Ended Consumer Responses and Advertising Materials of both <i>Starbucks</i> and <i>Robert's Coffee</i> ..... | 45        |
| <b>8</b>  | <b>Conclusions</b> .....   | <b>47</b> |
| <b>9</b>  | <b>Suggestions for Further Research</b> .....  | <b>48</b> |
|           | <b>References</b> .....  | <b>50</b> |
|           | <b>Appendices</b> .....  | <b>53</b> |
| <b>10</b> | <b>Appendix 1. Questionnaire Responses Information</b> .....   | <b>53</b> |
| <b>11</b> | <b>Appendix 2. The Questionnaire</b> .....   | <b>56</b> |
| <b>12</b> | <b>Appendix 3. Statistical Information</b> .....   | <b>58</b> |
| <b>13</b> | <b>Appendix 4. Screenshots of information taken from Starbucks website</b> ...   | <b>66</b> |
| <b>14</b> | <b>Appendix 5. Screenshots of information taken from Robert's Coffee website</b> .....   | <b>67</b> |
| <b>15</b> | <b>Appendix 6. Online Print Advertisements of Starbucks</b> .....  | <b>69</b> |
| <b>16</b> | <b>Appendix 7. Online Advertising Materials of Robert's Coffee</b> .....   | <b>72</b> |

## Figures

|   |    |
|---|----|
| <u>Figure 1 - Current Starbucks Logo</u> .....  | 20 |
| <u>Figure 2: Example of the interior aesthetic of Starbucks cafés</u> .....   | 20 |
| <u>Figure 3: Robert's Coffee Logo</u> .....   | 22 |
| <u>Figure 4: Pie Chart of Cafe Franchise Preferences from Question 1 in Questionnaire</u> ..  | 27 |
| <u>Figure 5: Figure 5: Pie Chart of Respondent opinions of Superior Brand Personality to Question 2</u> .....   | 28 |
| <u>Figure 6: Chart of Respondent Experiences of Cafe Franchise Brands in Question 3 of Questionnaire</u> .....  | 28 |
| <u>Figure 7: Respondent's opinions of vital brand choice factors (Taken from Question 4 of Questionnaire)</u> .....                                       | 29 |
| <u>Figure 8: Composite Bar Graph of Respondent Rankings of Starbucks and Robert's Coffee (taken from Question 5)</u> .....                                | 30 |
| <u>Figure 9: Bar chart of respondent opinions towards the relationship between brand personality and performance in Question 6 of Questionnaire</u> ..... | 31 |
| <u>Figure 10 - Respondent Description of Starbucks and Robert's Coffee Brand Personalities</u> .....  | 34 |
| <u>Figure 11 - Chi-Square Test Probability Distribution</u> .....   | 40 |
| <u>Figure 12 - Example of Confidence Interval Level for Answers to Question 1</u> .....   | 41 |
| <u>Figure 13 - Multiple Response Statistics for Question 4</u> .....  | 43 |
| <u>Figure 14 – Cross-tabulated Results of Respondent Answers to Questions 1 &amp; 4</u> .....   | 43 |

## Tables

|   |    |
|---|----|
| <u>Table 1: Rankings of Starbucks and Robert's Coffee on a scale of 1-10 used in Question 5</u> ..... | 30 |
|---|----|

# 1 RESEARCH TOPIC

## 1.1 Introduction

In recent years, the growth and expansion of franchises across the globe has become an ever more pervasive and influential force in worldwide consumer trends and behaviors. In addition to this, many franchises (particularly fast-food/quick service restaurants) are some of the largest and most successful businesses the world has ever seen. Franchises span over a variety of industries including (but not limited to) restaurants, technology, fashion, hotels, service companies, cosmetics etc. Franchises have shaped and changed the very landscape of marketing activity, as it is known today particularly in regards to branding. Franchise business growth on a global scale is also on the rise with the likes of large companies expanding into new markets annually, for example, *Starbucks* and *Burger King* establishing outlets in Finland for the first time in 2013. Franchises are constantly seeking how to accurately portray themselves to customers and much like the way in which humans attribute certain qualities to other persons, customers often attribute certain characteristics and qualities with a brand to which they attribute a “*personality*”. That can influence their choice of and preference in a franchise. Companies through their corporate branding strategies also devote a sizeable amount of their time and resources into crafting this brand personality and image as part of their overall marketing strategy in order to connect with their consumers and to seek to set themselves apart from other alternatives and competitors so as to strengthen their market position in their industry. However, it is important to question how much bearing the personality of a brand has on the influence of the consumer perceptions of the franchise, as there is not always a synchronous harmony between what franchises try to project and what the customer experiences and feels.

## 1.2 Research Aim

Whilst franchise businesses are for the most part very successful on a global scale, in particular communities and markets this is not always the case. Brand personality is not always easily and readily received by or communicated to consumers and this study

aims to delve deeper into this issue that franchises face. In instances where there are discrepancies between the brand personalities a franchise aims to create and project to consumers and the actual perception that is generated and felt from the consumers' side, this study will aim to investigate to what extent the projected brand personality actually has an affect on consumer perceptions towards the franchise. Or, by contrast, if the projected brand personality traits marketed by the franchise is vastly different from what the consumer actually feels and experiences. Furthermore, the study aims to deduce whether brand personality plays a significant role in affecting consumer perceptions of a brand's equity, or if they can be attributed more to other branding components such as the brand image, design or communication. Furthermore, whilst the value of brand personality is generally recognized, it can also be difficult to execute effectively in some markets, especially with franchises because of their typically standardized nature. This study aims to delve deeper into what constitutes a successful brand personality in the context of franchise business and how this differs from other alternative forms of business.

### **1.3 Research Questions**

This study will aim to answer three key questions in an attempt to solidify the importance of brand personality in the eyes of the consumer in the context of franchises. The following questions are aimed at clarifying this notion are as follows:

1. Does a strong brand personality equate to a strong brand from a consumer perspective?
2. How actively aware are consumers of franchise brand personality (via advertising materials, corporate press statements, social media etc.)?
3. Do consumers seek strong brand personality attributes in franchises?

It is expected that consumers will seek for strong brand personality attributes in franchises based on the fact that consumers enjoy and are more likely to be satisfied with brands that connect to them on some level, whether it is through their products, advertisements, ideology etc. In addition, it is assumed that in most cases, strong brand personalities do act as a key component in strong franchise brands and contribute signifi-

cantly to their overall success and rapport with customers. There is also however, an assumption that whilst most customers may only be partially familiar with a franchise's brand personality, that the awareness can vary depending on the perceptions, purchasing habits and values of the customers. It is intended for this study, identifying and addressing these discrepancies in consumer perceptions of brand personality to represent a key reference for franchises to gain insight into marketing and promoting themselves more effectively to consumers.

## 1.4 Research Process & Design

1. The introduction serves as a base for the remainder of the discussion and sets the foundation for the topics and concepts that will be discussed in detail throughout the entirety. In addition to this, the main research questions will be briefly introduced and discussed.
2. The theoretical framework section will consist of a more detailed discussion of previous studies in business marketing, with a specific focus on branding, brand personality and brand image. Half of this discussion will be based on previous findings from known authors and professionals in the business world such as Philip Kotler, David and Jennifer Aaker amongst others. The latter half of the discussion will bring greater focus upon the franchise business with a comparative case study and analysis with two franchises operating within a similar area of franchise industry to gain greater understanding and wider conclusions drawn from similarities and differences between the two. The example cases for this study will be *Starbucks and Robert's Coffee*. Starbucks is a one of the largest, and most easily recognized franchise brands in existence and with a large multi-national consumer base (including a recent entry into the Finnish market) operating in the coffee sales/café franchise industry. By contrast, Robert's Coffee is a much smaller, local franchise chain in the Finnish market that also operates within the same sphere of coffeehouse/café franchises.

3. This information will be gathered from online resources and publicly available documents such as annual reports, financial articles and journals along with other online materials published by Starbucks and Robert's coffee.
4. After the discussion of the theoretical framework serving as the backbone for the study, the primary research and main findings will be presented and the process of the data collection will be discussed. Any major points of interest in the research findings will be introduced in this section and highlighted for further examination.
5. After the main findings of the research have been presented, the discussion will proceed into a thorough analysis of the findings in which all points of interest and notice will be highlighted and examined. Furthermore, this section will act as a bridge between the theoretical framework material and the results of the research; discussing whether the initial hypotheses are statistically relevant or if it can be rejected with evidence from the results. The discussion will also include and document any contributing factors that might have had an effect on the results of the study, which may result in unexpected anomalies. This section will then be followed by a conclusion of the overall results and insight obtained through the research.

## **1.5 Material**

The primary research for this study was executed by conducting a questionnaire that was formulated and designed to collect quantitative data which will be later looked more closely upon with statistical analysis and the findings discussed thereafter. As a basis for setting the foundation of the study, several secondary sources will be used in order to create lay out the general thoughts of notable marketing professionals such as David Aaker, Jennifer Aaker, Philip Kotler etc. These materials being readily accessible from sources such as books (electronic and print) and other online sources will act as one part of the secondary research. Another source of secondary research will be the websites, press statements, annual reports advertising materials of several franchise companies which will be analyzed to deduce the brand communication and personality

that is projected by the company from the corporate perspective and then drawing comparisons to the primary data collected in the questionnaire and/or interviews. The material will set the foundation for the remainder of the discussion and will thus be cover a range of theories of the subject matter of branding, brand personality and marketing.

## **1.6 Approach**

The information and data collected in order to answer the research questions has been gained through the circulation of a questionnaire personally to any participants within the Helsinki City Center who wished to take part in the study and also via an online questionnaire due to limitations for collecting data imposed by both Starbucks and Robert's Coffee within their stores. This area was chosen for the study primarily because of access to a large number of potential respondents and the close proximity of both Starbucks and Robert's Coffee stores with multiple outlets of both companies being spread across the Helsinki City Center area, increasing the likelihood of familiarity with the brands. The results from these questionnaires are aimed at providing quantitative data and support in order to answer and address the research questions with some qualitative insights in support of the quantitative data.

## **1.7 Data Collection**

The primary data for the study was collected by the circulation a short questionnaire (*See Appendix 2*) with numbered answers from 105 respondents within the Helsinki City Center area for statistical analyses. The sampling method was blend of convenience and referral-sampling largely due to the fact that neither Starbucks or Robert's Coffee would allow the circulation of the questionnaire on their premises. The secondary data for this study has been collected mostly from web based-sources such as company web-pages, annual reports and advertising materials in addition to scholarly articles, online books and dissertations written by notable professionals and authors in the subject of marketing and in particular brand personality.

## **1.8 Data Analysis & Interpretation**

The primary data collected by way of the questionnaire will be subjected to statistical analyses to test the reliability and validity of the results that will be generated by the responses of the participants. Statistical tests such as chi-square tests, confidence interval analysis and multiple response cross-tabulation will be used to determine the validity and significance of the research results. There will be a discussion within the study about the statistical analyses and any points of interest that shall serve to answer the research questions or any anomalies that arise that were unexpected results. If there is a statistical significance in the results that are found, then this can add value and weight behind the importance of brand personality for franchise businesses in connecting with their customers. By contrast, if there is a lack of significance in the results, this may suggest that there may be a need for further investigation if required, possibly from a qualitative approach.

## **2 EXPECTED RESULTS**

There is an expectation that consumers will look for strong brand personality attributes within a franchise in accordance with the consensus that consumers look for products and services that they feel they can associate themselves with on some level and that strong brand personalities are associated with successful franchises. This study assumes that it is also however, expected that consumers may not be entirely aware of what attributes the franchise companies aim to project towards their target audience. Also, there is also an expectation that consumers may attach attributes to a franchise that the company itself may not be aware of. This can be of great value to franchises as it can assist with more effectively formulating a focused brand personality that improves the overall strength of their brand which in turn, bolsters the overall power and strength of their marketing platform.

## 3 THEORETICAL FRAMEWORK

### 3.1 Key Definitions

**Brand personality** – the set of human characteristics associated with a brand. Thus, it includes such characteristics as gender, age and socioeconomic class, as well as classic human personality traits as warmth, concern and sentimentality. [Aaker D. 1996. p. 141]

**Brand Image** – The set of beliefs that consumers hold about a particular brand. [Kotler P. et al. 2008]

**Brand identity** - a unique set of brand associations that the brand strategist aspires to create or maintain. [Aaker D. 1996, p. 68]

**Franchise** – A contractual association between a manufacturer, wholesaler or service organization (a franchiser) and independent businesspeople (franchisees) who buy the right to own and operate one or more units in the franchise system. [Kotler P. et al. 2008]

### 3.2 Previous Works & Studies

Branding is considered to be a vital part of the marketing function of any company. The creation and development of a brand for a company is a very calculated and thoroughly examined process, as companies wish to create a brand image that actively promotes the internal values and unites all stakeholders with an interest of the company. According to [Miletsky J. 2009 p. 7], *“With brands, there is a constant need to communicate the promise and personality, generate awareness of a positive reputation, cushion the blow of negative consumer experiences, and ensure that the visual elements like the logo have recognition in the marketplace.”* Therefore, generating a focused brand image and personality is considered to be a very important aspect of the overall marketing function across all levels and other areas of the business. However, this can be harder to realize and execute in practice than theory alone may suggest. In many instances a brand per-

sonality that may be successful in one area and in one culture may not necessarily be perceived by consumers in a positive manner in another. Cultural barriers can present large challenges for large multinational companies, particularly with franchises that aim to create a standardized experience everywhere. As suggested by [Staplehurst, G. and Charoenwongse, S., 2012], *“In the same way that the importance of [personality traits such as] trustworthiness and desirability varies from one country to another, the degree to which other traits drive Bonding also varies across markets... For example, friendly brands are more successful in Brazil and India, wise brands do well in China and the United States, and brands that are creative are especially well received in Japan, Taiwan, and Korea.”* It is these challenges that have directed large companies and professionals for many years in taking a detailed and holistic approach on how best to craft, structure and formulate their branding strategy and in particular, the values being promoted via their brand’s personality traits in a global context for a consistent brand identity. Franchises are also confronted by these challenges and must carefully formulate their brand personalities in order to operate successfully and cater to a mass market.

In addition to this, marketing professionals such as [Kotler P. et al 2008] state that the development of a strong brand comprises of several key strategic decisions, those being; brand positioning (attributes, benefits, personality, beliefs and values), brand name selection, brand sponsorship and brand development. Kotler P. [et al 2008. p. 525] also states that, *“When positioning a brand, the marketer should establish a mission for the brand and a vision of what the brand must be and do... The most lasting and sustainable meanings of a brand are its core values and personality.”* In the case of franchise companies, this establishment of a clear and noticeable brand personality can be somewhat difficult due to the large scope under which they operate and the cultural differences in communication in different parts of the world. For example, a brand personality for a franchise that works well for a particular brand strategy in the US, may not be received well by consumers or may be confusing for consumers in Asia due to differences in culture norms or values. For large multinational franchise companies, the brand image and personality are sensitive and subject to notable media scrutiny which in some cases can be both beneficial to building a brand personality and image but also equally detrimental if there is a miscommunication or mishap in promoting the internal values of the company in question. A recent example of type of this miscommunication has occurred with *McDonald’s* in Japan, *“The McDonald’s brand became synonymous with cost cuts*

*and a push for efficiency, highlighted by the backlash in late 2012 when Japanese stores pulled menus from its counters to shorten the time taken by customers placing orders. Angry consumers punished the chain by dragging its sales down for almost all of 2013...*” [FT Reporters, Financial Times. 2015]. In this case, the brand personality and image had diminished in the eyes of the franchise’s consumer base and had serious financial implications as a result of their managerial decision, which highlights the importance of conducting business in a way which runs in accordance with consumer perceptions of the company brand.

Brand personality is regarded to encompass an understanding of both aspects of marketing management and psychology which, allows companies to tap into the minds of consumer groups in order to engage them on a personal level and is present in other aspects of branding such as the image, communication and identity. Companies want to capitalize their brand personality because of its ability it has to create a long-term emotional connection with customers to their brand. Brand equity is in many ways tied to building a long-term engagement and relationship with the customers, much like how repeat purchases and transactions are the lifeblood of most businesses. Brand personality is multifaceted as it contains a mix of differentiation, communication, promotion and personification. Thus, it acts strongly as a part of the overall communication of a company’s branding strategy [McAllister Marketing, 2015]. However, according to [Hansen F. & Christensen LB. 2003.] brand personality, has been poorly conceptualized when compared to other key components of branding strategy. Therefore, there is a need for businesses, particularly franchise companies to gain a better understanding of how consumers view their brand personality, what it’s attributes are and how best to communicate these to consumers in a way that satisfies them. Companies that place a focused emphasis on the strength and effectiveness of their brand personality are more likely to craft a more focused and strong overall brand profile due to brand personality’s influence of other key components of the branding strategy such as brand image, brand identity and brand positioning etc. Not only does this offer a clear value to the franchise itself, but it also creates value for the consumers as well as the franchise is better equipped to provide focused products and services that resonate more strongly with consumers.

In order to address some of the ambiguity surrounding brand personality, Aaker [1996, 1997] conducted a study in the US which, involved collecting psychologically noted

personality characteristics, from various sources related to branding such as advertising agencies, research firms and previous studies and thereafter conducted a small qualitative experiment. In the experiment, respondents were instructed to write down characteristics that came to mind when naming 6 different brands and then were asked to rate the descriptiveness of various brand and the most descriptive brands were then selected for closer examination. The 5 dimensions discovered (later to become known as *the Big Five*) were: Sincerity, Excitement, Competence, Sophistication and Ruggedness as being the most integral characteristics within brand personality. Aaker also used various statistical analyses to ensure the validity of the study and make sure that any anomalies or odd occurrences could be explained or disproved.

### **3.3 Branding within the franchise business model**

Franchises, much like other types of businesses often emphasize a strong marketing component within their business operations. Within this emphasis and focus on marketing activities, much painstaking attention is devoted to the formulation, development and maintenance of a brand. However, franchise business differs from other forms of businesses due to the fact that in most cases, the product/service that is consumed is often synonymous with their brand regardless of location, culture, language etc. Large multinational franchises by their vary nature face an interesting dilemma; having to be able to create and exude a standardized experience for consumers regardless of physical location and also having a distinguishable, coherent and strong brand identity in all of their activities, publications, advertisements etc.

This clear communication of the brand is essential for a franchise to successfully market itself. [Yohn DL.,2013. p 100] conveys this importance in saying, *“We are all drawn to people who express certainty about who they are. We respond naturally to their self-confidence, and our relationships are no different. Brands with integrity and self-confidence not only attract loyal and high-quality customers, they attract the kind of employees, business partners, suppliers and investors that appreciate those attributes.”* Competition between franchises is fierce with each competitor trying to supersede the other in the effort to gain a larger share of the market. Therefore, the strength and awareness of the brand of a franchise can have a vital bearing on the long-term equity of

the business. According to [IHS Economics, 2015] as of January 2015, they have predicted that for the remainder of the year fast food franchises alone will grow significantly following years of steady growth, “...*the QSR (Quick Service Restaurant) business line to lead the franchise sector in employment growth in 2015 with a 3.2% increase.*”

Franchises, whether they are retail, food, hotel, or technology businesses, grow from appealing to a mass market, which increases the difficulty of delivering a brand that resonates strongly with consumers. Therefore, there is a great need for companies to understand their brand and all of its intricacies and characteristics; something quite difficult to accurately deduce from a consumer when marketing to a mass market. The variances in opinions and perceptions of a given brand or franchise are innumerable and can vary on a large variety of social, economic, and demographic factors that influence these perceptions. A better understanding of the brand’s characteristics that stand out in the eyes of the consumers represents a major value for the franchise business not only in terms of the company having a more focused view of their strengths but also where weaknesses in the brand strategy are. Furthermore, this of the internal brand personality and image awareness also allows franchises to capitalize on their differentiation factors from their competitors. Franchises also seek to engage and retain their customers even more-so than other forms of companies and thrive of building long-term customer relationships. [Farhat, R. & Khan, D.B.M., 2011] state that, “*Brand personality not only plays a crucial role in customer retention, but also has profound influence on a company’s performance. A successful brand requires the building of a distinct brand personality.*” This further reinforces the importance that developing a strong brand personality can have on a company’s equity, particularly a franchise based on their desire to attract many long-term customers.

### **3.4 The relationship between brand personality and image**

Brand personality and image are closely related and both feed into each other in the overall branding strategy of a company. Brand personality and image are both large components of what comprises a brand identity and thus, they both are integral aspects of gaining consumer favor. Both brand image and brand personality act as a means of expressing and encompassing the internal ideologies and values of the company in ques-

tion and should ideally be reflective of these values in an external context. For some companies however, their brand image transcends the very products that the brand offers, resulting in a strong customer loyalty to the brand in question. According to [Meenaghan T. 1995], “*While branding provides both the customer and company with practical benefits such as identification, handling, tracing etc. the development of a brand image involves the marketer in breathing life into an innate product. In effect he/she is endowing it with a distinct personality and human characteristics in the eyes of the consumer.*” Therefore, brand image and brand personality effectively function vicariously and heavily reinforce and influence each other in the marketing activities of a company.

The brand personality assists in crafting and developing the image of the brand whilst the brand image simultaneously communicates and exudes the characteristics of the brand personality. Logically, this would suggest that a strong brand personality and characteristics are synonymous with a strong brand image and likewise for the converse. Consumers would likewise on both a conscious and subconscious level want the image and personality of brands to also be reflective of themselves in some regard. Whether it is in relation to the, status, power, interest, personality etc. of the consumer, consumers pursue characteristics and traits of themselves in brands that seem to offer more than just a good product or service; customers are in search for brands that resonate strongly with them emotionally. Previous studies have also delved into whether or not and to what extent brand personality and marketing relates to the actual identity of consumers and how much they appeal to the *ideal self* and identity that marketers aim to appeal to and target in their marketing strategies and have found there is significant correlation between brand personality and with both the actual and ideal perception a consumer has towards themselves (dependent on their self esteem) [Malär, L. et.al, 2011].

It is very clear that the brand image and personality are digested by different types of people and that the strength of the brand personality is reflected by the customer’s desire to purchase that specific brand. However, the intrinsic relationship between brand image and personality raises an interesting question. Whilst they both influence each other, is one more important than the other in the case of franchises?

### **3.5 Brand Personality in Franchises: Starbucks & Robert's Coffee**

Brand personality, as highlighted previously, bears a significant role in the communication of the brands that franchises create. *Starbucks* and *Robert's Coffee* are both franchises that operate in the café and coffee sales/manufacturing industry. However, their operations are notably different and are comprised of different ideologies, which ultimately have notable effects on the personality of their brands.

#### **3.5.1 Starbucks**

Starbucks is a large multinational company headquartered in Seattle, Washington, USA with 22 519 stores in 67 countries worldwide as of June 28 2015 [Starbucks Corporation, 2015]. Starbucks' brand personality can be derived from the corporate values and the nature of how the company promotes itself within its marketing activities. Within Starbucks' own online company profile there are several recurring themes: premium ethical products, environmental friendliness, an inviting atmosphere and quality service. These aspects of Starbucks' corporate vision are all reflected in the design of their products, packaging, advertising and store design and is further reinforced by subtler cues such as the music the company uses within its stores and the profile of the human resources Starbucks employs. The Starbucks logo (*see Figure 1*) itself reflects and communicates several key aspects of the company's brand personality. The color combination of green and white is an interesting choice in terms of their symbolism. The green can connote themes such nature, health, the environment etc. whereas the white can be associated with sophistication, purity, cleanliness and the choice of these colors within the Starbucks logo suggests that these themes are inherent in the brand personality of the company. In addition to this, the image of the logo itself further reinforces those themes whilst also adding another layer of personality. The logo has consistently depicted (despite gradual adjustments over the years) a two-tailed sea siren, which is a creature derived from Greek mythology; the use of this as the logo image creates a sense of allure, mysticism and surrealism within the Starbucks brand. Furthermore, this also is influenced heavily upon the sea-based origin of the Starbucks name, which the company readily admits was taken directly from the first mate of the character *Captain*

*Ahab* in Herbert Melville's renowned novel *Moby Dick* [Starbucks Corporation, 2015]. These themes are also present within the design of Starbucks stores (*see Figure 2*), which utilize the use of, ecologically constructed materials and intentionally seek to create an atmosphere that is both a sophisticated and inviting environment in the eyes of the consumer.



*Figure 1 - Current Starbucks Logo*

Source: [http://blogs-images.forbes.com/elainewong/files/2011/01/0107\\_new-starbucks-logo\\_390x2203.jpg](http://blogs-images.forbes.com/elainewong/files/2011/01/0107_new-starbucks-logo_390x2203.jpg)

Sustainable design is part of who we are and what we do.



*Figure 2: Example of the interior aesthetic of Starbucks cafés*

.Image source: <http://www.starbucks.com/coffeehouse/store-design>

As the figures above display, the Starbucks brand personality is one that is characterized by striving to create a strong sense of sophistication, sincerity and excitement. However, this brand personality is not always felt by customers despite active efforts and measures having been taken by the to act in accordance with these values. In March 2015, Starbucks had come under a brief period of media scrutiny as the result of an executive decision to take part in a co-venture campaign with a newspaper company with the aim of igniting and highlighting discussion in regards to race issues. It is suggested

by [W.E., The Economist, 2015] that whilst well intentioned, the campaign was ill-received by customers because many perceived the campaign to be a simple marketing gimmick. [W.E., The Economist, 2015] also elaborated on this point, stating that, “*Indeed, brands tend to be rewarded when they align themselves with feel-good causes. Consumers are often grateful for a chance to feel self-righteous without having to do anything more than make a purchase. But for this to fly, the branding effort needs to seem authentic and not merely cynical or self-serving.*” Whilst this has not caused any noticeable damage to Starbucks’ reputation or its brand this case demonstrates the sensitivity of consumer perceptions and how they can affect the perceived value of the company’s brand personality.

### **3.5.2 Robert’s Coffee**

*Robert’s Coffee* is by comparison, a smaller and more local franchise headquartered and founded in Helsinki, Finland, which also competes with Starbucks in the café/coffee roastery franchise industry. Since the company’s foundation in 1987, Robert’s Coffee has been able to establish itself in various countries with stand-alone hubs now spanning over Finland, Sweden, Estonia Turkey and Japan. The company is a privately owned family business maintained by the Paulig family and centers its key ideology and principles on first-class, freshly roasted coffee and premium tea, heartfelt service, and a pleasant environment. Robert Paulig, the founder of the company, decided to develop the company as a franchise after taking inspiration from the café/coffee culture in the United States and wished to bring the idea of having cafés on every street corner to Finland and Sweden [Robert’s Coffee, 2015]. Robert’s Coffee places a large emphasis in their advertising material and company information on their use and support of using fair-trade and ecologically sourced products for not only the beverages themselves but also all of the furniture and materials used within their stores. At first glance, one might recognize the similarities between the promotional language used between *Starbucks* and *Robert’s Coffee*. However, their brand personalities are notably different, as their aesthetics reflect different values. Similarly, to Starbucks the Robert’s Coffee logo also can offer some insight into the personality of their brand and even uses a similar color scheme of green and white. However, the imagery of the cranberry branch and the use of red in the logo assist in creating a distinguishable personality and image. The

colour red can connote a sense of passion, desire and intensity, whilst the image of the cranberry branch heavily communicates a values related to that of the environment, nature and the Nordic (particularly Finnish) identity. Robert's Coffee has also similarly expanded these value and personality traits into the aesthetic design of their franchise décor, stating on their website that their current interior furniture collection is:

- **100%** domestically empowering handiwork together with the Vanajanlinna Women's Prison and the TITRY disabled employment support organization, amongst others.
- **100%** ecological
- **100%** positive creativity with a twinkle in the eye. [Robert's Coffee, 2013].



*Figure 3: Robert's Coffee Logo*

*Image source: <http://www.robertscoffee.com/en/roberts-coffee/a-love-for-coffee/>*

Within Robert's Coffee's online literature, in addition to being recognized as brand with a Finnish identity, it can be deduced that the company wishes to project a brand personality that people would find caring, personable and in their own words "heartfelt" [Robert's Coffee, 2012.]. The company also emphasizes itself as a family owned and operated business and actively uses this to reaffirm consumers of their band of their corporate values of providing heartfelt service in their advertising materials. However, given that Robert's Coffee is a privately owned company, there are few public publications that can be found within the public domain in regards to their branding strategies and official published statues and goals in relation to the brand image and personality that the company wishes to project to their consumer base. Robert's Coffee's brand personality is one that aligns itself to projecting a sense of sincerity, competency and sophistication.

## **4 DEMARCATION**

Franchises will be the primary focus of this study; in particular café/coffee house franchises and this may differ slightly from other variations of franchises business or other alternative business models. The study will not focus heavily on the psychological factors that contribute to perceptions of brand personality in franchises and will aim to keep the focus on the analysis of the results provided by the respondents of the questionnaire. The demographics of the sample population of respondents are not to be taken into consideration for this study since the aim is to have an objective focus on the perceived brand personalities of these companies and minimize selection bias. The scope of this study will not be large and a minimum of 100 respondents will be the working sample size for this study, as resources for conducting the research are relatively limited for conducting a large-scale research project. The research will primarily be aimed to collect quantitative data from sample of the population in order to give statistical validity to the results gained. As a result, there may be some qualitative factors that contribute to the perceptions of brand personality that may not be taken into consideration for this study, which in turn affects the outcome of the results. In addition, during the course of gathering research for this study both Starbucks and Robert's Coffee did not grant permission to conduct the study within any of their stores so it is possible that some respondents within the study may not be accurately representative of the general consumer populations of either company and thus may not accurately know or understand the brand personalities that each company aims to project to their consumer base.

## **5 THE RELATIONSHIP BETWEEN BRAND PERSONALITY THEORY AND THE PRIMARY RESEARCH**

Brand personality has been recognized and analyzed by both the corporate branding framework and by researchers of the topic such as, Jennifer Aaker, David Aaker, Philip Kotler etc. as an important aspect of formulating a corporate brand identity [Kotler et al. 2008]. However, this study is aimed at looking at the concept of brand personality from a consumer-centric perspective since most literature discussing brand personality tends to focus on a corporate-brand personality rather than consumer-perceived brand personality. In addition, there are a wide variety of factors that can influence the perception

and reception of a brand personality from the consumer end at the point of contact with the brand. This primary research of this study aims to bridge the gap between corporate brand personality ideation and communication with consumer perception and provide insights into how franchise businesses in particular can strengthen and improve their perceived brand personality and identity.

## **6 EMPIRICAL FINDINGS**

### **6.1 Sampling & Rationale**

In order to gain a more refined view of the importance of brand personality within the franchise business, a questionnaire was formulated in order to quantify and draw comparisons between consumer perceptions towards Starbucks and Robert's Coffee brands in relation to brand personality from the consumer's perspective. A combination of convenience and referral sampling was used in the collection of primary data collected for this study in order to find consumers that are familiar with both Starbucks and Robert's Coffee. This decision was also influenced by the fact that unfortunately, neither establishment would allow or grant permission for the personal distribution of the questionnaire in their physical stores. This led to the questionnaire being personally distributed to pedestrians that wished to take part in the study, in addition to circulating the questionnaire via social media channels such as Facebook on Robert's Coffee and Starbucks pages. Due to these setbacks, the responses used in this study may not necessarily be representative of the entire population at large.

An anonymous questionnaire comprised of seven short questions (*see Appendix 2*) was circulated amongst 105 respondents of various ages, ethnicities, genders and backgrounds willing to take part in the questionnaire. The study aimed to reach minimum of 100 responses because in quantitative research it is generally regarded that in order for a statistical analysis of large population trends, a minimum sample of 100 respondents is required to be analyzed to produce results with a reasonable margin of error with limited resources since it is extremely difficult to include all members of a given population in the study with limited resources. [Anderson, D.R. et al., 2007.]. Each question was specifically formulated to test and assess the knowledge, awareness and importance of

brand personality from the consumer's perspective and were generally completed very quickly with the average time being spent on the online questionnaires being around 2.5 minutes.

## **6.2 The Questionnaire**

The primary goal this research is to explore and shed light upon is how important of a role that brand personality plays within a consumer's choice for a specific franchise brand and whether or not franchises themselves are effectively communicating their brand personalities to consumers and whether or not brand personality impacts their perceived performance. To do this, two franchise companies were examined and compared. Starbucks and Robert's Coffee operate within the same branch of franchisee business market whilst different in their scale of operation. The most notable difference being that Starbucks is a large multinational franchise, whereas Robert's Coffee is considerably smaller.

The questionnaire formulated for this study was comprised of 6 short multiple choice questions designed to explore the understanding of which brand's personality is considered to be superior, the factors influence the consumer's choice of café franchise brand and whether or not brand personality is effectively communicated to them in advertisements, publications and their overall café experience. The final and open-ended seventh question was created to provide a further opportunity to test the effectiveness of how the brand personalities of both Starbucks and Robert's Coffee are received by consumers. The fifth question within the questionnaire was created specifically to compare whether or not the strength of the brand personality has a direct bearing upon the overall experience of both café franchise brand by allowing respondents to rank both upon a scale of 1-10 with 1 being the lowest value and 10 being the highest.

Whilst this questionnaire is aimed at drawing attention to and testing the validity of consumer population trends, there have been purposefully no demographic factors assessed in the study. This is due to the fact Starbucks and Robert's Coffee serve a wide variety of consumers that make up different demographic groups and factors and since this is a

study primarily designed to test the effectiveness and consistency of the franchises brand image and personality throughout their outlets, specific demographic factors have not been taken into account in order to maintain relevance.

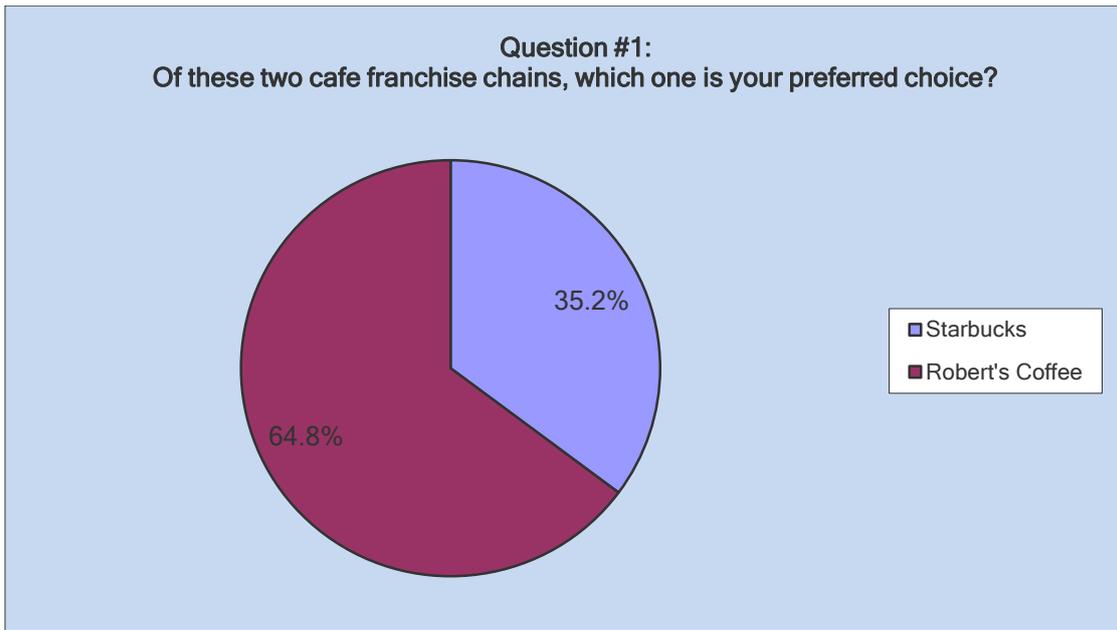
### **6.3 Data Collection & Analysis**

The recording of the 105 respondents answers to the questions was executed by a combination of manually transcribing the written responses of participants in the study on paper into a *Microsoft Excel* spreadsheet as well as the use of the online service *SurveyMonkey.com* to create the online questionnaire and collecting response data directly from the website's interface. All data collected from both sources was inputted into both a *Microsoft Excel* spreadsheet and *IBM's SPSS* software to facilitate the creation of visual graphs and charts to represent the data as well as being used for conducting the chi-squared tests, multiple response statistics and cross-tabulation of response figures for this study (*See Appendix 3*).

### **6.4 Results**

A total of 105 questionnaires were completed by anonymous respondents in this study and the first 6 questions which are quantitative and closed-ended questions have been subjected to statistical analyses, with the last question being open ended and qualitative for further discussion later in the study. The questions within the questionnaire as previously stated were focused on the following key areas:

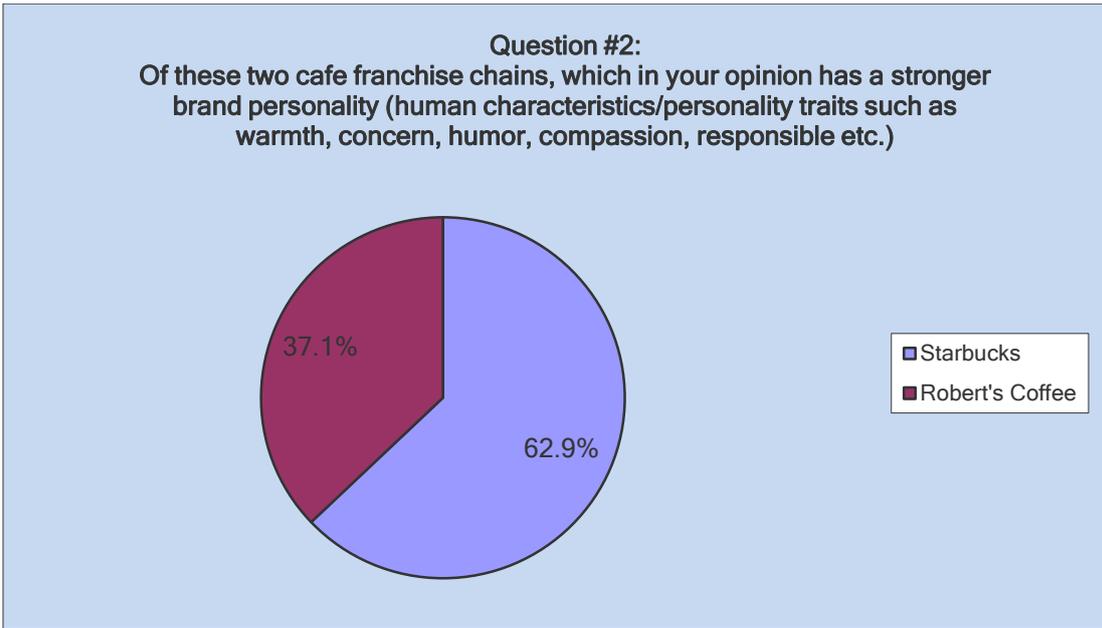
- Which brand personality out of Starbucks and Robert's Coffee is considered superior;
- Whether or not consumers actively seek for strong brand personalities within their choices of café franchise brands;
- How effectively consumers understand or receive the brand personality both Starbucks and Robert's Coffee aim to project; and
- Whether or not a brand's overall performance is notably influenced by the supplement of a strong brand personality.



*Figure 4: Pie Chart of Cafe Franchise Preferences from Question 1 in Questionnaire*

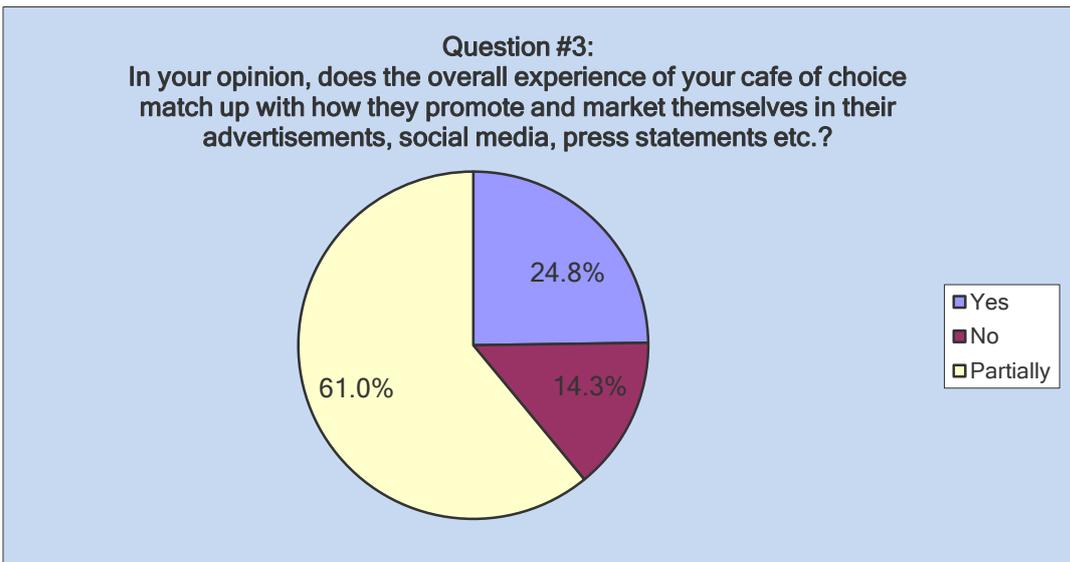
As shown above in *Figure 4*, when respondents were asked which café franchise of both Starbucks and Robert’s Coffee, 65 (64,8%) of the 105 respondents had sided with Robert’s Coffee over Starbucks which secured 37 (35.2%) of the total answers collected. Answers from respondents suggest that Robert’s Coffee is a brand that is generally well received within the Helsinki City Center area.

In *Figure 5* (see next page), interestingly whilst Robert’s Coffee was deemed more preferable by over half of the respondents, in the second question when asked which brand they felt had a stronger personality 66 (62,9%) of the 105 respondents had felt that Starbucks had a stronger brand personality. This suggests that whilst respondents favor Robert’s Coffee as a café franchise, almost an equal number share the belief that Starbucks has a superior brand personality.

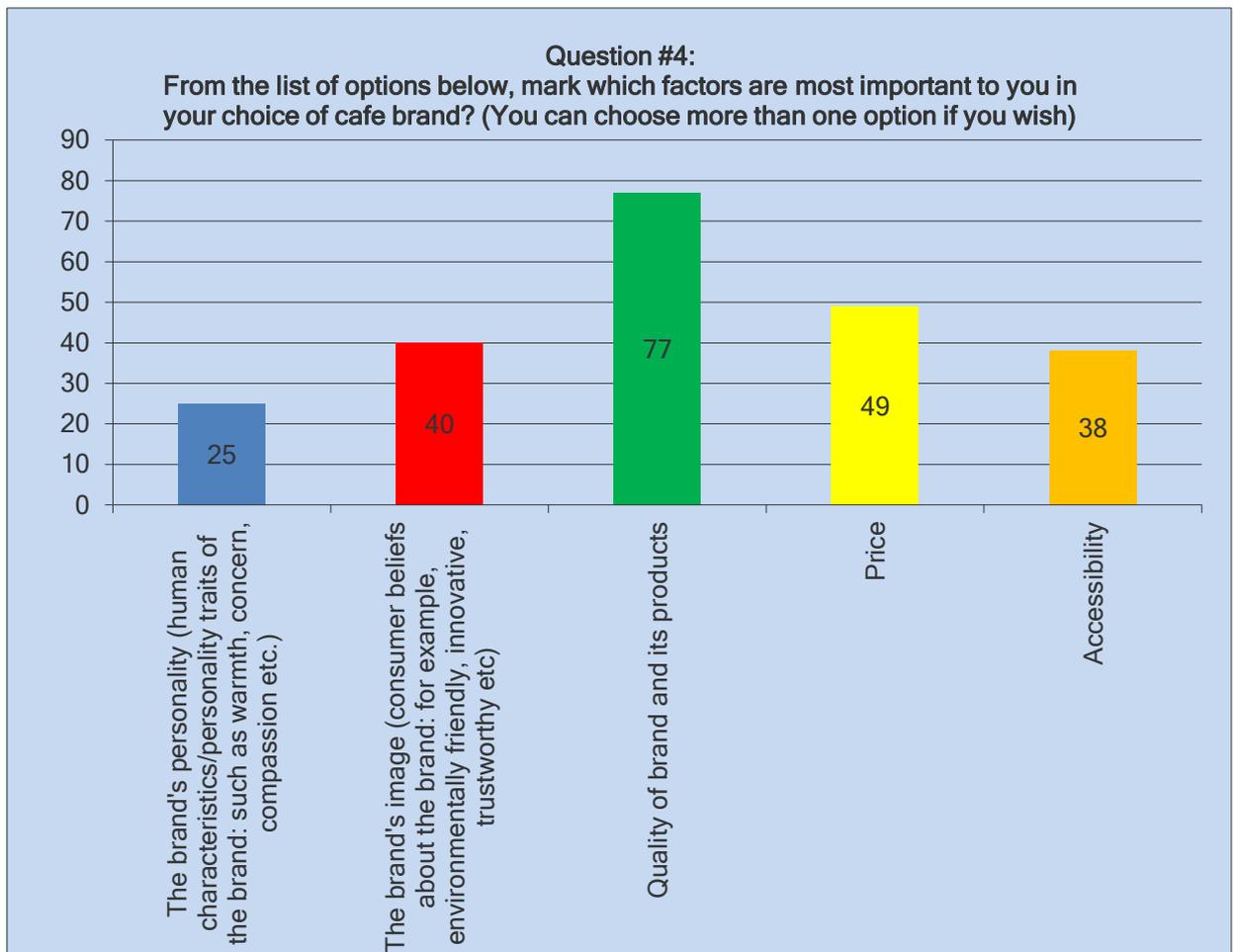


*Figure 5: Figure 5: Pie Chart of Respondent opinions of Superior Brand Personality to Question 2*

Respondents in the study in large part noted that their café franchise brand experience does not correspond with the manner in which both Starbucks and Robert’s Coffee promote themselves in their advertisements. Only 24,8% (25) of all 105 respondents felt that what is marketed to them is achieved with the remaining 80 respondents feeling their experience either only partially or entirely fails to match up with what is being communicated to them via promotion and advertising materials. (See Figure 6).

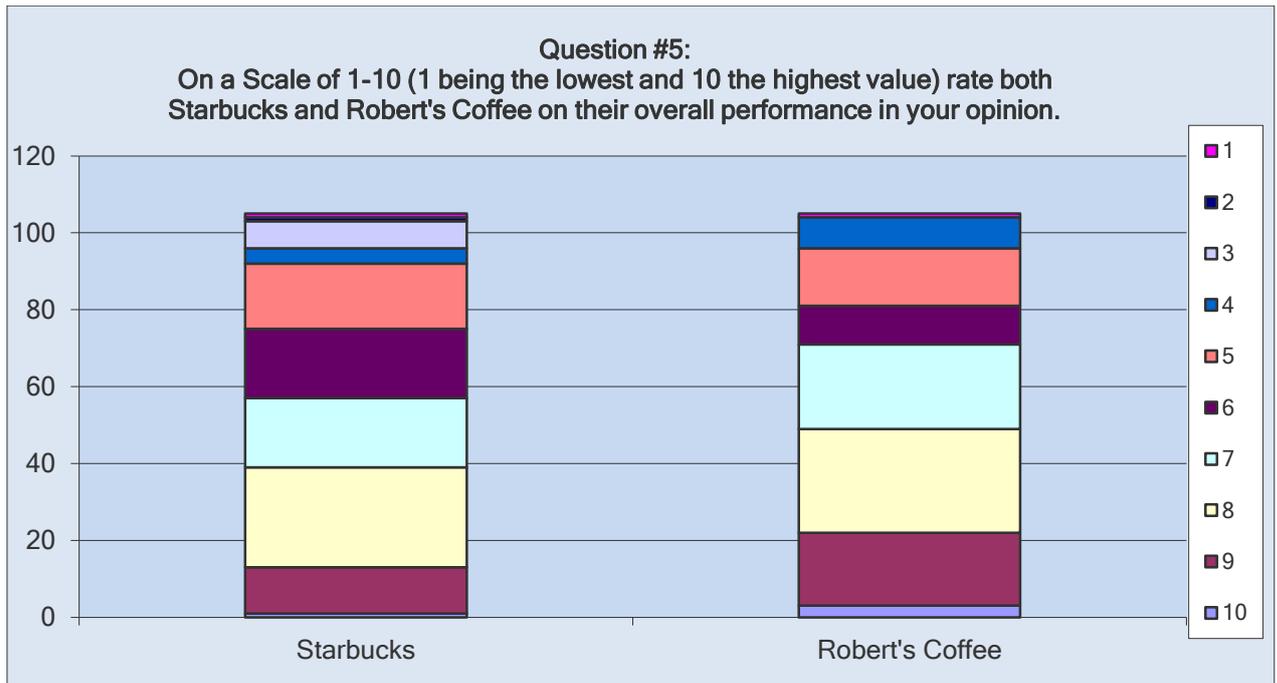


*Figure 6: Chart of Respondent Experiences of Cafe Franchise Brands in Question 3 of Questionnaire*



*Figure 7: Respondent's opinions of vital brand choice factors (Taken from Question 4 of Questionnaire)*

As Figure 7 above illustrates, the quality associated with a brand was the most important factor for respondent's choices of café franchise brand. Interestingly, whilst brand image and price were also popular choices, brand personality remained least frequently chosen answer which would suggest customers may not actively seek for strong brand personalities in their choice of café brand. Accessibility also was a popular option which could indicate that respondents are likely prone to choose whichever café franchise may be closest and most convenient to access for them despite potentially preferring other café franchise brands.

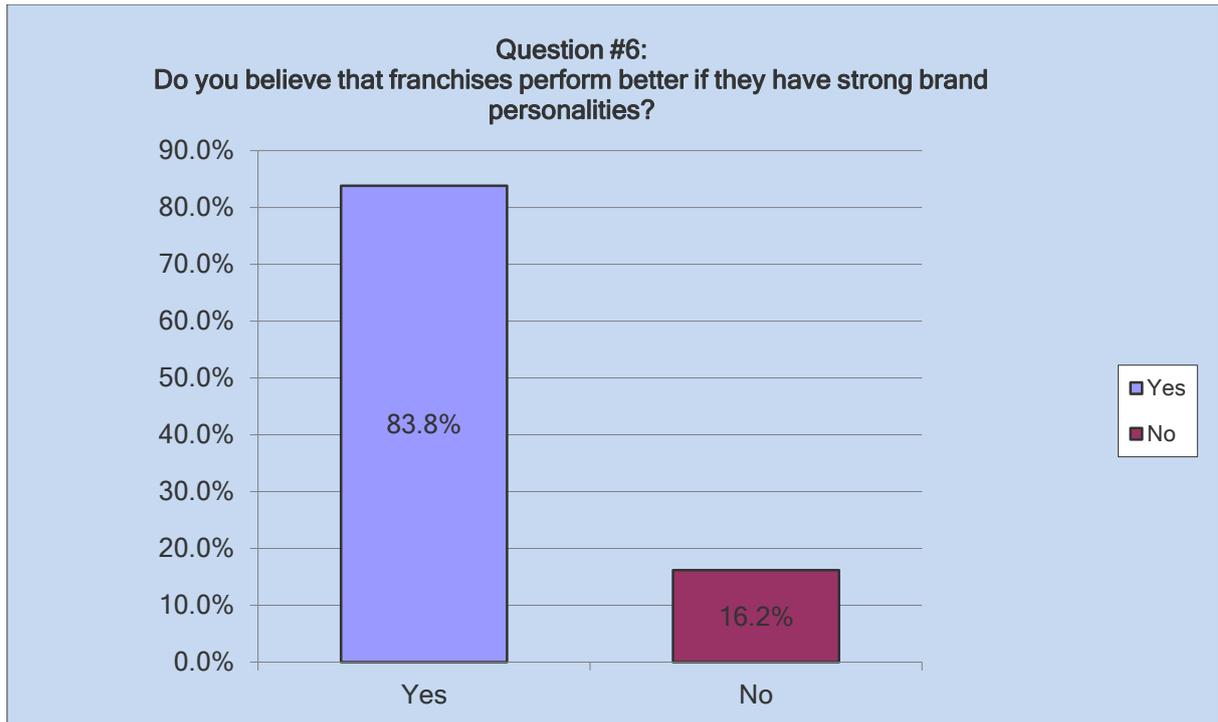


*Figure 8: Composite Bar Graph of Respondent Rankings of Starbucks and Robert's Coffee (taken from Question 5)*

Respondents showed in their answers of ranking both Starbucks and Robert's Coffee that both companies can boost similar performance ratings whilst Robert's Coffee benefited from overall higher rankings than Starbucks particularly within the 2-3 ranking range where Robert's Coffee received no votes in this range and received more in the categories above 4. However, Starbucks did perform similarly well in the 7-8 ranking range with Robert's Coffee only beating them out by a few more votes in each.

| Answer Options        | Starbucks  | Robert's Coffee |
|-----------------------|------------|-----------------|
| 1                     | 1          | 1               |
| 2                     | 1          | 0               |
| 3                     | 7          | 0               |
| 4                     | 4          | 8               |
| 5                     | 17         | 15              |
| 6                     | 18         | 10              |
| 7                     | 18         | 22              |
| 8                     | 26         | 27              |
| 9                     | 12         | 19              |
| 10                    | 1          | 3               |
| <b>Response Count</b> | <b>105</b> | <b>105</b>      |

*Table 1: Rankings of Starbucks and Robert's Coffee on a scale of 1-10 used in Question 5*



*Figure 9: Bar chart of respondent opinions towards the relationship between brand personality and performance in Question 6 of Questionnaire .*

An overwhelming majority of respondents had felt that franchises stronger brand personalities perform better as shown above in Figure 10. Some respondents did however, did not believe this was the case and this could be due to a wide variety of qualitative factors such as personal experiences or brand loyalty that have not been thoroughly covered or focused upon within the scope of this study.

The last question of the questionnaire was an opened-ended question designed for respondents to offer insight into what they believe their preferred café franchise brand’s personality is and if they could describe their brand’s personality in one word (See Appendix 2). 11 of the 105 respondents chose to skip this question which could possibly suggest either that these respondents did not know how to describe the brand personality of their café franchise of choice or simply did not wish to answer the question for personal reasons. However, the 94 remaining respondents provided a wide variety of answers as to what their interpretation and opinion is of their café franchise of choice. Robert’s Coffee saw a larger number of descriptors than Starbucks, with this being attributed to their brand since more respondents preferred Robert’s Coffee out of the two café franchise brands. Some respondents answered with “*I don’t know*” and with noun

descriptors of brand personality that are not intrinsically humanistic or were entirely irrelevant to the question. In order to evaluate and compare which personality attributes have been most emphasized by respondents for Starbucks and Robert's Coffee, the remaining relevant responses have been placed and subdivided into the categories of Jennifer Aaker's [1997] *Big 5 Brand Personality Dimensions (Sincerity, Excitement, Competence Sophistication & Ruggedness)* below:

**Starbucks – Descriptions of Starbucks' brand personality according to respondents**

***Sincerity:***

- Comforting
- Caring
- Welcoming
- Sweet
- Warm
- Easy
- Character

***Excitement:***

- Hipster
- Awesome
- Trendy
- Legendary
- Cool
- Youthful

***Competence:***

- Average
- High Quality
- Quality
- Unavoidable

***Sophistication:***

- Perfect
- Charming
- Evolving
- Satisfying

- Cozy

***Ruggedness:***

- Indifferent
- Salty

**Robert's Coffee- Descriptions of Robert's Coffee's Brand Personality According to Respondents**

***Sincerity:***

- Down-to-earth
- Local
- Finnish
- Simple
- Humble
- Homely
- Calm
- Nice
- Comforting
- Welcoming
- Caring
- Warm
- Friendly
- Cheerful
- Sweet
- Personable
- Environmentally Friendly
- Family-orientated

***Excitement:***

- Awesome
- Boring
- Underrated

***Competence:***

- High Quality

- Comfortable
- Reliable
- Authentic
- Loyal
- Professional
- Fair

***Sophistication:***

- Tasteful
- Cozy
- Reasonable

***Ruggedness***

- Traditional
- Vintage

Figure 10 - Respondent Description of Starbucks and Robert's Coffee Brand Personalities

## 6.5 Reliability and Statistical Significance

The results provided by the respondents in this study have been analyzed using several statistical tests and methods to determine the statistical significance of the findings. One of the methods used is a Chi-Square test at 0.05 significance which was used to assess whether or not there is a significant difference in the observed and expected results of the sample population used in this study (*See Appendix 3*). According to [Fisher, R.A. & Yates, F. 1963], the chi-square test is used to determine whether deviations in observed and expected results in accordance with a given hypothesis occur by chance or if there are factors that can be attributed to influencing the difference in results within a given population or sample. It is represented by the following equation:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

$\chi^2$  = Chi-Square Value obtained

$\Sigma$  = the sum of

O = Observed result

E= Expected result

In addition, in order to address any potential sampling error or uncertainty of inferences and assumptions made from the results gathered from the sample of 105 respondents in this study. Confidence intervals at a 95% level of confidence have been calculated for each of the questions within the questionnaire to calculate the accuracy of an estimation or assumption derived from the results (*See Appendix 3*). It is important to note that given that the sample of the population of this study is 105 persons, it is likely that the level of variance in responses within the sample will be greater due to less information than what could be obtained through a larger sample size [Sobel, M.E., 1982]. Thus, the confidence intervals in this study are wider than they likely would be if a larger sample of the population was analyzed. Therefore, this means that inferences and assumptions made on the data collected in this study may not necessarily be an accurate representation of the entire population but can address a sample of the population.

Furthermore, since Question 4. of the questionnaire was a multiple response question, designed determine the relative importance factors that contribute to consumers' choice of café franchise, a multiple response frequency analysis and cross-tabulation of responses has been conducted to provide greater insight into the rationale behind why respondents answered questions in the manner that was observed.

## **7 DISCUSSION**

The discussion and analysis of the results of the 105 questionnaire answers has been divided into two subsections to address these responses in accordance with the 3 main research questions of this study, which are:

1. Does a strong brand personality equate to a strong brand from a consumer perspective?
2. How actively aware are consumers of franchise brand personality (via advertising materials, corporate press statements, social media etc.)?
3. Do consumers seek strong brand personality attributes in franchises?

The first part of the discussion focuses on all of the quantitative questions and results of the study and highlights the insights the quantitative results provide in answering the three research questions in relation to franchise businesses. In addition, this section will explore the manner in which the results have been interpreted in this study by the use of chi-square tests, confidence interval analysis and multiple response statistics.

The second section is focused on analyzing the open ended responses of the final question of the survey about the consumers of what they would describe the brand personality of their café franchise brand of choice. This section is to address whether or not there is consistency between consumer responses and if these companies effectively communicate the brand personality they wish to project and is aimed at answering the second research question from the list above. This analysis will be done by comparing respondent answers to publications and online materials of both *Robert's Coffee* and *Starbucks*.

## **7.1 Quantitative Insights from Consumer Perspective**

### **7.1.1 Questionnaire Results in Relation to Theoretical Views**

Whilst brand personality is regarded as an important aspect of overall effective corporate branding strategy [Kotler P. et al 2008], it is important to evaluate the degree to which consumers recognize and associate a given brand's personality with the brand itself. Franchise businesses in particular, have the unique challenge of maintaining and projecting a consistent brand personality and image throughout outlets that can span over multiple continents and nations that have unique consumer trends and profiles. One of the proposed hypotheses of this study was that consumers would actively seek out brands with strong personalities. This result was expected because there has been a shift in consumer trends over time towards desiring more compelling experiences and gravitating towards brands that are effective at resonating with consumers on a more complex and personal level than just the traditional brand-marketing [Chang, P.L. and Chieng, M.H., 2006].

Results from this study however, suggested that this may not necessarily be the case with franchises since 68 (64,8%) of all 105 respondents had selected Robert's Coffee as their café franchise of choice in Question 1 (*See Figure 4*) of the questionnaire, yet 66 (62,9%) of all respondents had answered that they believed that Starbucks had a stronger brand personality in Question 2 (*See Figure 5*). [Staplehurst, G. and Charoenwongse, S., 2012] have indicated that in the same way certain personality traits are valued differently in different countries/cultures, brand personalities are often subject to different interpretations across different cultures which could potentially cause challenges for a large franchise like Starbucks due to the scope of its business. Since Starbucks had only entered the Finnish market of café franchises in the end of 2013, these figures suggest that whilst Starbucks has the perceived stronger brand personality, it has not had the time to foster the brand loyalty that Robert's Coffee has built over their nearly 30 years of operation within the Finnish market.

These study results also suggest that while that Robert's Coffee is the preferred café franchise choice, that there is also a lack of *affective brand loyalty* as described by [Oliver, R.L., 1999] towards Robert's Coffee in consumers, which can explain the majority of respondents coming to the consensus that Starbucks has a stronger brand personality. Furthermore, these results could possibly suggest that for consumers of café franchise brands, a strong brand personality may not be an influential aspect of choice in franchise café. Also, it is important to note that Robert's Coffee is a distinctly Finnish franchise brand and since the study was conducted in Finland it is expectable since, according to [Goldsmith, R.E. & Goldsmith, E.B. 2012] consumers tend to gravitate towards more distinctive brands and that represent themselves in terms of their own personality and image preferences, hence the larger number respondents that prefer Robert's Coffee.

In this study 80 (76,2%) of 105 respondents in question 3 (*See Figure 6*) indicated that they felt that their opinion towards Starbucks and Robert's Coffee overall café franchise brand performance had not or had only partially matched up with how both companies market and promote themselves to consumers. This suggests that there is a notable difference between the defined corporate brand identity, which is comprised of the brand personality, image and values etc. and what the consumers actually feel being communicated to them. These results highlight and support the notion that there is a need for

franchises to better understand what personality traits consumers attribute to their brand and product to market their brand in a way that resonates in a way that consumers can relate to. According to [Balmer, J.M., 2012], the conceived corporate brand identity consumers hold is important because it can serve in assisting the organization in not only in formulating the brand overall brand identity (in which brand personality plays a large role) but also in shaping and determining brand meaning for consumers. Furthermore this would indicate that if franchises like Starbucks and Robert's Coffee could gain a greater understanding of what their conceived brand personality traits are in the consumers' mind they could craft their strategic marketing objectives in manner that better satisfies consumers and thus increase their overall performance and stimulate greater brand loyalty.

Interestingly, respondents in this study have indicated that when weighed up against other factors that are considered in and influence their choice of café franchise, brand personality scored the lowest out the options in Question 4 with only 25 (23,8%) responses (*See Figure 7*). Out of all 105 respondents, the quality of the brand and price of the brand's products scored the highest with 77 answers (73,3%) attributed to the perceived quality of the brand and 49 (46,7%) answers attributed to price respectively. This would suggest that brand personality within a franchise from a consumer perspective is not the foremost criteria that is used in decision making process of seeking out which brand they prefer. This could also potentially be influenced by poor communication of brand personality and identity to consumers which results in consumers having to resort to assessing factors in their choice in franchise due to limited knowledge of the brand personality traits and brand identity. According to [Grewal, D., Krishnan, R., Baker, J. and Borin, N., 1998], consumers that have low knowledge or familiarity of a brand are likely to require more information (such as quality information or price) than consumers who have a greater knowledge of the brand identity in making judgments towards brands, furthermore suggesting that consumers have a limited knowledge awareness of the brand personality.

Respondents also indicated that on average, Robert's Coffee scored with higher performance in Question 5 (*See Figure 8*) despite the majority of respondents noting that they felt Starbucks had a stronger brand personality earlier within the questionnaire.

This correlates with the majority of respondents also indicating that they preferred Robert's Coffee, however the discrepancies between rankings across the scale of 1-10 were not large which suggests that Starbucks's perceived stronger brand personality could have an influence on the similar rankings provided by respondents.

This study aimed to examine and determine whether or not a strong brand personality has a large impact on consumer perceptions towards a brand and that there is a direct link between a perceived brand personality and better performance in the consumers' thoughts. When respondents were asked if they felt that they felt franchises perform better with stronger brand personalities in Question 6 of the questionnaire (*See Figure 9*), 88 (84,8%) of all 105 respondents noted that they did feel that franchises do benefit from an enhanced performance if they have a strong brand personality. This could be in large part due to the notion that consumers feel a greater sense of connection to brands they can associate and express themselves with and prefer brands that have distinctive personality characteristics that they can identify with as stated by [Goldsmith, R.E. & Goldsmith, E.B. 2012]. Thus, the presence of a strong brand personality within a franchise would allow consumers to feel more engaged by and connected to the brand itself which would stimulate greater levels of satisfaction and loyalty as a result of this engagement which would further result in higher levels of consumer's perceived performance of the franchise.

### **7.1.2 Chi-Square Test Results**

Since communication of a brand's personality, identity, ideology and values is very important within corporate branding strategy [McAllister Marketing, 2015], it would be expected that franchises would aim to project and maintain a consistent message to reach prospective consumers and that consumers should be able to understand and respond to this communication given the nature of the business they conduct. A chi-square test was utilized in this study to examine whether not the variances found in responses in this study had occurred by chance or if there are other factors that have influenced variances within answers from the population sample. Thus, the null and alternative hypotheses of this test were as follows:

H<sub>0</sub>: Respondent answers to questions are consistent when distributed equally.

H<sub>1</sub>: Respondent answers to questions are *not* consistent when distributed equally.

The Chi-Square test results of respondents indicated that the observed responses were significantly different from the expected results when evenly spread and tested at a 0.05 significance level (*See Appendix 3*). The asymptotic significance values for Questions 1, 2, 3 and 6 were all less than the percentage values for their respective degrees of freedom listed in *Figure 11*. This suggests that respondent answers to the questions in the questionnaire are *not* consistent when distributed equally and thus, the null hypothesis can be rejected. The lack of consistency in respondents answers of this study can potentially be linked in support of the assumption that consumers may be only be partially or completely unaware of the brand personality of Robert's Coffee and Starbucks. This could also likely be attributed to the combined use of convenience and referral sampling in this study, that would produce different results than if the sampling method was entirely simple random sampling, which would be more representative of the population at large. Since individual perceptions and opinions towards brands and their personalities can vary greatly, this could indicate the need to examine a larger sample of the population to gain data that is more representative of the population at large in future studies.

**Percentage Points of the Chi-Square Distribution**

| Degrees of Freedom | Probability of a larger value of $\chi^2$ |        |        |        |        |       |       |       |       |
|--------------------|---|--------|--------|--------|--------|-------|-------|-------|-------|
|                    | 0.99                                      | 0.95   | 0.90   | 0.75   | 0.50   | 0.25  | 0.10  | 0.05  | 0.01  |
| 1                  | 0.000                                     | 0.004  | 0.016  | 0.102  | 0.455  | 1.32  | 2.71  | 3.84  | 6.63  |
| 2                  | 0.020                                     | 0.103  | 0.211  | 0.575  | 1.386  | 2.77  | 4.61  | 5.99  | 9.21  |
| 3                  | 0.115                                     | 0.352  | 0.584  | 1.212  | 2.366  | 4.11  | 6.25  | 7.81  | 11.34 |
| 4                  | 0.297                                     | 0.711  | 1.064  | 1.923  | 3.357  | 5.39  | 7.78  | 9.49  | 13.28 |
| 5                  | 0.554                                     | 1.145  | 1.610  | 2.675  | 4.351  | 6.63  | 9.24  | 11.07 | 15.09 |
| 6                  | 0.872                                     | 1.635  | 2.204  | 3.455  | 5.348  | 7.84  | 10.64 | 12.59 | 16.81 |
| 7                  | 1.239                                     | 2.167  | 2.833  | 4.255  | 6.346  | 9.04  | 12.02 | 14.07 | 18.48 |
| 8                  | 1.647                                     | 2.733  | 3.490  | 5.071  | 7.344  | 10.22 | 13.36 | 15.51 | 20.09 |
| 9                  | 2.088                                     | 3.325  | 4.168  | 5.899  | 8.343  | 11.39 | 14.68 | 16.92 | 21.67 |
| 10                 | 2.558                                     | 3.940  | 4.865  | 6.737  | 9.342  | 12.55 | 15.99 | 18.31 | 23.21 |
| 11                 | 3.053                                     | 4.575  | 5.578  | 7.584  | 10.341 | 13.70 | 17.28 | 19.68 | 24.72 |
| 12                 | 3.571                                     | 5.226  | 6.304  | 8.438  | 11.340 | 14.85 | 18.55 | 21.03 | 26.22 |
| 13                 | 4.107                                     | 5.892  | 7.042  | 9.299  | 12.340 | 15.98 | 19.81 | 22.36 | 27.69 |
| 14                 | 4.660                                     | 6.571  | 7.790  | 10.165 | 13.339 | 17.12 | 21.06 | 23.68 | 29.14 |
| 15                 | 5.229                                     | 7.261  | 8.547  | 11.037 | 14.339 | 18.25 | 22.31 | 25.00 | 30.58 |
| 16                 | 5.812                                     | 7.962  | 9.312  | 11.912 | 15.338 | 19.37 | 23.54 | 26.30 | 32.00 |
| 17                 | 6.408                                     | 8.672  | 10.085 | 12.792 | 16.338 | 20.49 | 24.77 | 27.59 | 33.41 |
| 18                 | 7.015                                     | 9.390  | 10.865 | 13.675 | 17.338 | 21.60 | 25.99 | 28.87 | 34.80 |
| 19                 | 7.633                                     | 10.117 | 11.651 | 14.562 | 18.338 | 22.72 | 27.20 | 30.14 | 36.19 |
| 20                 | 8.260                                     | 10.851 | 12.443 | 15.452 | 19.337 | 23.83 | 28.41 | 31.41 | 37.57 |
| 22                 | 9.542                                     | 12.338 | 14.041 | 17.240 | 21.337 | 26.04 | 30.81 | 33.92 | 40.29 |
| 24                 | 10.856                                    | 13.848 | 15.659 | 19.037 | 23.337 | 28.24 | 33.20 | 36.42 | 42.98 |
| 26                 | 12.198                                    | 15.379 | 17.292 | 20.843 | 25.336 | 30.43 | 35.56 | 38.89 | 45.64 |
| 28                 | 13.565                                    | 16.928 | 18.939 | 22.657 | 27.336 | 32.62 | 37.92 | 41.34 | 48.28 |
| 30                 | 14.953                                    | 18.493 | 20.599 | 24.478 | 29.336 | 34.80 | 40.26 | 43.77 | 50.89 |
| 40                 | 22.164                                    | 26.509 | 29.051 | 33.660 | 39.335 | 45.62 | 51.80 | 55.76 | 63.69 |
| 50                 | 27.707                                    | 34.764 | 37.689 | 42.942 | 49.335 | 56.33 | 63.17 | 67.50 | 76.15 |
| 60                 | 37.485                                    | 43.188 | 46.459 | 52.294 | 59.335 | 66.98 | 74.40 | 79.08 | 88.38 |

*Figure 11 - Chi-Square Test Probability Distribution (Source: <http://passel.unl.edu/Image/Namuth-CovertDeana956176274/chi-sqaure%20distribution%20table.PNG>)*

### 7.1.3 Confidence Intervals

According to [Blacklocks, S. & Kruse, M., 2008], when conducting any study based off a sample of a population, in order to draw an accurate inference about wider generalizations or patterns within a population from a sample, one must account for the effect of random sampling error can have on results. To facilitate addressing the accuracy of the inferences drawn from the results in this study, confidence intervals were calculated and conducted for each of the respondent answer options in the questionnaire (*See Appendix 3*). Confidence intervals display the range of values that can be present in a sample as a result of sampling error within the sample and is used to test the accuracy of the sampling procedure despite lacking certainty about the entire population if the test were to be repeated multiple times, in this case at a confidence level of 95%.

In *Figure 12* for example, Question 1 of the questionnaire had two answer options (Starbucks & Robert’s Coffee, respectively) and the observed proportion represents the percentage of respondents within the study sample that selected either Starbucks or Robert’s Coffee. The margin of error, denoted by the symbol ( $\pm$ ) indicates width of the interval or the estimated degree to which the observed proportion could vary when tested at confidence level of 95%. In this case, the interval level is  $\pm 9,14$ , which indicates that the estimated true population proportion could range anywhere between +9,14% or -9,14% from the observed population of the study sample. Thus, meaning that if this sample were to be repeated multiple times the true population proportion that would be statistically consistent with the sample would likely be a figure between 26,06% to 44,34% for *Starbucks* and 55,66% to 73,94% for *Robert’s Coffee* respectively.

#### Q1 (Starbucks)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 35,2 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,14$       |
| Range for True Pop. Proportion | 26,06% to 44,34% |

#### Q1 (Robert's Coffee)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 64,8 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,14$       |
| Range for True Pop. Proportion | 55,66% to 73,94% |

*Figure 12 - Example of Confidence Interval Level for Answers to Question 1*

From the confidence intervals calculated for the questions in this study, it can be inferred that at a confidence level of 95%, the results yield some insight to a sample of the consumers within the wider population. However, it is important to note that the use of convenience and referral sampling methods and fact the sample size used for this study is relatively small, it is difficult to draw and guarantee conclusive generalizations or assumptions about the entire population as a whole and this can contribute to wider interval levels than if a larger sample of the population were to be examined. Therefore, the inferences and assumptions made from the data collected in this study may not be entirely representative of the whole population but data within the sample can still demonstrate a pattern that can be seen in a subset of the entire population. Since the interval level figures for answers to questions 1, 2, 3, 4 & 6 (*See Appendix 3*) range between  $\pm 6\%$  to  $\pm 10\%$ , it could be assumed that if the sampling procedure were to be repeated and reapplied with confidence intervals calculated for each sample, that 95% of the resulting confidence intervals would include the the true population value within the interval ranges for each of the answers provided by respondents.

#### 7.1.4 Multiple Response Statistics - Question 4

This study assumed that respondents would consider the brand personality of their franchise of choice to be an important factor and that consumers would actively seek for strong personality attributes within franchises since [Yohn DL.,2013.] has stated that consumers are drawn to brands that have distinctive personalities. For this reason, Question 4 of the questionnaire aimed to answer whether or not this notion is true for franchise business by allowing respondents to provide multiple answers to express which factors are most important to them in their choice of café franchise, the options being brand personality, brand image, quality, price and accessibility, respectively.

**Feature Frequencies**

|                      |                   | Responses |         | Percent of Cases |
|----------------------|-------------------|-----------|---------|------------------|
|                      |                   | N         | Percent |                  |
| Feature <sup>a</sup> | Brand personality | 25        | 10,9%   | 23,8%            |
|                      | Accessibility     | 38        | 16,6%   | 36,2%            |
|                      | Brand Image       | 40        | 17,5%   | 38,1%            |
|                      | Price             | 49        | 21,4%   | 46,7%            |
|                      | Quality           | 77        | 33,6%   | 73,3%            |
| Total                |                   | 229       | 100,0%  | 218,1%           |

a. Dichotomy group tabulated at value 1.

**Case Summary**

|                      | Cases |         |         |         |       |         |
|----------------------|-------|---------|---------|---------|-------|---------|
|                      | Valid |         | Missing |         | Total |         |
|                      | N     | Percent | N       | Percent | N     | Percent |
| Feature <sup>a</sup> | 105   | 45,9%   | 124     | 54,1%   | 229   | 100,0%  |

a. Dichotomy group tabulated at value 1.

*Figure 13 - Multiple Response Statistics for Question 4*

As *Figure 13* illustrates, in total, 229 responses were gathered in *Question 4* from the 105 respondents which yielded a total response rate of cases percentage of 218,1%, indicating that the majority of respondents answered with at least 2 of the 5 listed options. Brand personality was the least answered option with only 23,8% of respondents indicating that brand personality was important for them in their choice of café franchise. When results from *Question 4* were cross-tabulated with the other 6 quantitative questions, there were some interesting findings (*See Appendix 3*). In *Figure 14* below, respondents who chose Starbucks as their café franchise of choice cited the *quality of the brand* and *brand image* as the most important factors in their choice with the *brand personality* and *accessibility* sharing the same level of importance and price being the least answered option. By contrast, those who preferred Robert’s Coffee noted that the *brand’s quality* and *price* as being the most important factors in their choice with *brand image* and *accessibility* being answered in almost equal measure and *brand personality* being the least answered option.

**Feature\*Q1 Cross-tabulation**

|                      |                   |       | Q1        |                 | Total |
|----------------------|-------------------|-------|-----------|-----------------|-------|
|                      |                   |       | Starbucks | Robert's Coffee |       |
| Feature <sup>a</sup> | Brand personality | Count | 11        | 14              | 25    |
|                      | Brand Image       | Count | 14        | 26              | 40    |
|                      | Quality           | Count | 29        | 48              | 77    |
|                      | Price             | Count | 9         | 40              | 49    |
|                      | Accessibility     | Count | 11        | 27              | 38    |
| Total                |                   | Count | 37        | 68              | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

*Figure 14 – Cross-tabulated Results of Respondent Answers to Questions 1 & 4*

Respondent answers demonstrated that brand personality is generally not the most important factor considered by consumers in their choice of café franchise and that the manner in which groups of consumers prioritize their choice of franchise brand varies yet there are consistent factors that they attribute to a brand. The low response rate for *brand personality* could be reflective of a lack or limited or lack of understanding or familiarity with the brand amongst consumers which often necessitates the need for more information such as price information or information about quality standards, as suggested by [Grewal, D., Krishnan, R., Baker, J. and Borin, N., 1998].

### **7.1.5 Insights Gathered**

In summary, the quantitative results of this study have demonstrated whilst the used in the study may not accurately represent the entire population at large, brand personality attributes are actively sought out in franchises by a proportion of consumers within the population. In addition, the degree to which the importance of brand personality is in consumer's decision making is dependent on a variety of variables that include their prior experiences, familiarity and knowledge of the brand itself and how other aspects and variables choosing a café franchise brand can vary from individual to individual based on their unique wants and needs. This, along with the small sample size can explain why notable variances were observed in respondents' answers. Results of this study also indicated that the majority of respondents felt that the marketing and promotional materials directed towards them either only partially or do not correlate with their actual experiences of the brand. This suggests that these franchises are not effectively communicating their brand personality to a subset of consumers within the population that actively seek strong brand personality attributes in the brands they purchase and consume. Thus it can become more difficult for some consumers within the wider population to associate themselves with the franchise brand in question. In addition, the results indicated that the majority of respondents in this study do perceive and associate a strong brand personality to better overall performance of the franchise brand, supporting the notion that a strong brand personality is equates to a strong brand from a consumer perspective.

## 7.2 A Comparison Between Open-Ended Consumer Responses and Advertising Materials of both *Starbucks* and *Robert's Coffee*

[Farhat, R. & Khan, D.B.M., 2011] have stated a crafting distinctive brand personality is a necessity for creating a successful brand and essential to its performance. This study assumed that this would be the case for franchise business especially given their nature and need to generate a consistent message across wide consumer groups. The final open-ended question of the questionnaire in this study was design to test that assumption with interesting results. respondents gave a wide variety of responses as to what they would describe as the personality of their preferred café franchise brand between Starbucks and Robert's Coffee as shown in the lists of results in *Figure 10*. [Aaker, J.L., 1997], proposed that brand personality can be measured and divided into five specific dimensions with a variety of adjectives and descriptors that can tied to each dimension: sincerity, excitement, competence, sophistication and ruggedness. Thus, each of the adjectives used by respondents in the study to describe the brand personality of Starbucks and Robert's Coffee were grouped into these 5 dimensions and then compared with advertisement materials to assess the similarities and differences between the consumer perception and the corporate communications of the brand personality.

[Malär, L. et.al, 2011] has stated that consumers use brands to express themselves and in their expression of the individual they aspire to be, so for a franchise, it would be expected that given their mass appeal that much attention would be brought into leveraging this through advertisements and points of contact with consumer groups. Starbucks in much of their advertising materials and corporate communications (*See Appendix 4 & 6*), places heavy emphasis on adjectives that highlight the sincerity, excitement and sophistication of their brand personality and this can also be seen in consumer responses (*see Figure 10*). Descriptors that consumers have attributed to the brand personality of Starbucks covers a pretty balanced variety amongst the *Big 5 Personality dimensions* with the exception of ruggedness. Advertisements place the focus on the consumer and address the reader directly as “you” which increases the sincerity value of Starbucks brand personality. In Starbucks online advertisements and website materials there is also attention drawn to sophistication and excitement by drawing attention to the quality of their products and highlighting their participation the now global trend of striving to

be environmentally friendly. This more evenly-spread and focused communication of key brand personality traits may explain why respondents also primarily described with adjectives such as trendy youthful, caring, charming or cool to describe Starbucks Brand personality. In addition, this can also explain why respondents had felt that Starbucks benefitted from having a stronger brand personality over Robert's Coffee due there being a clear expression of the brand personality traits of Starbucks.

By contrast, Robert's Coffee's online advertising materials generally contain far less use of text and description, comprising mostly of simplistic images of products whilst their official website gives a more descriptive insight to the brand identity of the company (*See Appendix 5 & 7*). The Robert's Coffee brand aims to communicate the sincerity and competence of their products in much of their corporate materials by highlighting aspects of their brand such as the professionalism and expertise of their employees, emphasis on providing heartfelt service experiences and stimulating a friendly environment. Respondents answers in *Figure 10* would suggest that they succeed in this to an extent, given that the majority described the brand personality of Robert's Coffee with adjectives that demonstrate sincerity and competence. However, the large emphasis on these qualities in their marketing and advertising materials and the neglect of other key brand personality dimensions can potentially explain why the majority of respondents felt that the brand personality was not as strong than that of Starbucks. Furthermore, this can also provide an explanation as to why there was a greater variety of adjectives and descriptors used to describe the brand personality of Robert's Coffee suggesting that there has been a more scope left for consumers to have to guess what the brand personality of the franchise is, thus making it more difficult for them to relate to it.

In summary, respondents have demonstrated through their answers that there are a wide variety of descriptors and personality traits that can be attributed to both franchises, indicating that there is being considerable room that is left for consumer interpretation. This could result in either a lack of understanding or a limited awareness of what the actual brand personality that is trying to be projected in fact is, which can make it more difficult for consumers to associate themselves with the franchise.

## 8 CONCLUSIONS

The objective of this study was to determine to what extent brand personality plays a role in the formulation of consumer perceptions towards franchises. Since franchises operate on a larger scale than other business and have to maintain their overall brand identity across a variety of different consumer groups in different nations, the aim was to examine how consumers in Finland react to two franchises that operate within the same sub-industry as a basis for comparison, in this case, café franchises. By doing a comparative analysis of perceptions towards Starbucks and Robert's Coffee. This study was aimed to answer the following research questions:

1. Does a strong brand personality equate to a strong brand from a consumer perspective?
2. How actively aware are consumers of franchise brand personality (via advertising materials, corporate press statements, social media etc.)?
3. Do consumers seek for strong brand personality attributes in franchises?

The following conclusions have been derived from this study in response to the research questions in the context of a proportion of the entire population and with the inferences taken from statistical tests used in the study. Since the limitations of the sampling method and sample size have made it difficult to make generalizations about the entire population, as highlighted by the chi-square tests and confidence interval analyses.

From a consumer perspective, whilst it is not always the most important factor in franchise choice, a strong brand personality does play a role in the perceived performance of a given franchise brand as it allows for consumers to identify and associate themselves with the brand more easily. Thus, franchises should seek to collaborate with consumers of their products/services in order to better understand which personality traits resonate most strongly with them in their brand and diminish discrepancies between the corporate view of the brand personality versus the consumer-perceived brand personality.

The variances and lack of consistency in respondent's answers about the brand personality of their café franchise of choice have illustrated consumers are able to grasp some

of the key brand personality traits that franchises aim to project to them. Despite this, many are able to attribute a wide variety of personality traits that the corporate side of the franchise may not see or associate the brand which suggests that aiming to simplify, narrow down and focusing of the key brand personality traits could allow consumers to more easily associate with the brand. Franchises can also use many of the insights provided by consumers' perceptions towards their brand personality to better understand and craft their brand identity in a way that better satisfies consumers.

Whilst this is not the case for all consumers of franchises within the population, there are consumers that do actively seek for strong personality attributes in franchises due to the desire to express their own personality through the brands they associate themselves with. However, there are many factors that can contribute to the level of importance brand personality has in deciding a franchise of preference such as previous experiences, knowledge and familiarity of the brand itself and other unique personal wants and needs that can be influenced by demographic factors such as, price vs. income or accessibility.

Franchises should understand that the brand personality they project plays a significant role in the formulation of consumer's perception of the overriding brand identity. In order to facilitate sculpting brand offering that not only satisfies consumers but also stimulates the growth of brand loyalty which further influences the brand equity, franchises should aim to create a distinct, simplified, understandable and easily communicated brand personality throughout all aspects of their marketing and promotional efforts.

## **9 SUGGESTIONS FOR FURTHER RESEARCH**

There is no such thing as a perfect study and there are several aspects of this research that could be improved upon in future research. Firstly, examining a larger population size would provide a greater representation of the distribution of perceptions and ideas and also provide a much more statistically significant result since it is unlikely that a sample size of 105 persons can represent the entirety of the Finnish population, particu-

larly outside of the Helsinki metropolitan area where the presence of café franchises is not as common and widespread.

Unfortunately, neither franchise granted permission to distribute questionnaires within their establishments for this study. Being able to distribute questionnaires within the franchise establishments themselves would also give a more accurate picture of what consumers' perceptions of the brand personality of the franchise are given their familiarity to the franchise and its brand.

Whilst the measurement of brand personality has been looked at very closely by a variety of marketing professionals, further study into the mechanism of idea formulation towards a brand's personality would provide significant insight into how consumers are able to associate human characteristics with a brand. This could possibly be achieved by a combination of qualitative market research instrument within a psychological test or evaluation to better understand how these associations are formed.

## REFERENCES

- Aaker, D 1996, *Building Strong Brands*, 2010 edition, London, Pocket Books
- Aaker, J.L., 1997. Dimensions of Brand Personality. *Journal of Marketing Research* [Online], XXXIV, 347–356. Available from: [https://faculty-gsb.stanford.edu/aaker/pdf/dimensions\\_of\\_brand\\_personality.pdf](https://faculty-gsb.stanford.edu/aaker/pdf/dimensions_of_brand_personality.pdf) [ April 15, 2016].
- Anderson, D.R. et al., 2007. *Statistics for business and economics*, London: Thomson Learning.
- Balmer, J.M., 2012. Strategic corporate brand alignment: Perspectives from identity based views of corporate brands. *European Journal of Marketing*, 46(7/8), pp.1064-1092.
- Black, T.R., 1999. *Doing quantitative research in the social sciences: An integrated approach to research design, measurement and statistics*. Sage.
- Blacklocks, S. & Kruse, M., 2008. Scientific Evidence and Confidence Intervals: Theory and Fallacy. *Expert Evidence Report* [Online], 8. Available from: [https://www.hunton.com/files/publication/84378a03-9867-4fdd-b614-6ee23418fdae/presentation/publicationattachment/936beef0-a67e-4f6c-83ff-3b1693294828/scientific\\_evidence\\_confidence\\_intervals.pdf](https://www.hunton.com/files/publication/84378a03-9867-4fdd-b614-6ee23418fdae/presentation/publicationattachment/936beef0-a67e-4f6c-83ff-3b1693294828/scientific_evidence_confidence_intervals.pdf) [20 May, 2016].
- Brands and Branding 2003, Profile Books, London, GBR. Available from: ProQuest ebrary. [20 October 2015].
- de, CL 2008, *European Journal of Marketing*, Volume 42, Number 5/6: Brand Management, Emerald Group Publishing Ltd, Bradford, GBR. Available from: ProQuest ebrary. [20 October 2015].
- Chang, P.L. and Chieng, M.H., 2006. Building consumer–brand relationship: A cross-cultural experiential view. *Psychology & Marketing*, 23(11), pp.927-959.
- W., E., 2015. Starbucks and branding: #Fail. *The Economist*. Available from: <http://www.economist.com/blogs/democracyinamerica/2015/03/starbucks-and-branding> [November 18 2015].
- Farhat, R. & Khan, D.B.M., 2011. New Media and Mass Communication. *Importance Of Brand Personality To Customer Loyalty: A Conceptual Study*. Available from: <http://www.iiste.org/journals/index.php/nmmc/article/view/868/783> [25 November 2015].
- Fisher, R.A. & Yates, F. 1963, CHI-SQUARE TEST. *Statistical Tables for Biological Agricultural and Medical Research*, 6th ed., Table IV, Oliver & Boyd, Ltd. Available from: <http://www2.lv.psu.edu/jxm57/irp/chisquar.html> [19 May 2016].
- Golafshani, N., 2003. Understanding reliability and validity in qualitative research. *The qualitative report*, 8(4), pp.597-606.

Goldsmith, R.E. & Goldsmith, E.B. 2012, Brand Personality and Brand Engagement. *American Journal of Management* [Online], 12(1). Available from: [http://www.na-businesspress.com/ajm/goldsmithre\\_web12\\_1\\_.pdf](http://www.na-businesspress.com/ajm/goldsmithre_web12_1_.pdf) [17 April, 2016].

Grewal, D., Krishnan, R., Baker, J. and Borin, N., 1998. The effect of store name, brand name and price discounts on consumers' evaluations and purchase intentions. *Journal of retailing*, 74(3), pp.331-352.

Hansen, F, & Christensen, LB (eds) 2003, Branding and Advertising, Copenhagen Business School Press, Frederiksberg, Copenhagen, DNK. Available from: ProQuest ebrary. [20 October 2015].

IHS Economics, 2015. Franchise Business Economic Outlook for 2015. <Http://Emarket.Franchise.Org/>. Available from: <http://emarket.franchise.org/franchisebizoutlook2015.pdf> [ November 16 2015].

Kotler, P. et al., 2008. *Principles of marketing* 5th ed., Harlow, Essex: Pearson Education Limited.

Keller, K.L. and Richey, K., 2006. The importance of corporate brand personality traits to a successful 21st century business. *Journal of Brand Management*, 14(1), pp.74-81.

Malär, L. et al., 2011. Emotional Brand Attachment and Brand Personality: The Relative Importance of the Actual and the Ideal Self. *Journal Of Marketing*, July 2011. Available from: [http://info.psu.edu.sa/psu/fnm/dpan/mba\\_530\\_marketing\\_mgmt/weekly\\_readings/emotional\\_brand\\_attachment\\_and\\_brand\\_id\\_jmkg.75.4.35.pdf](http://info.psu.edu.sa/psu/fnm/dpan/mba_530_marketing_mgmt/weekly_readings/emotional_brand_attachment_and_brand_id_jmkg.75.4.35.pdf) [November 16 2015].

Meenaghan T., 1995. *Journal of Product & Brand Management. The Role Of Advertising in Brand Image Development*: : Vol 4, No 4. Available from : <http://www.emeraldinsight.com/doi/full/10.1108/10610429510097672> [Accessed November 18 2015]

McAllister Marketing, 2015. The Importance Of Brand Personality | McAllister Marketing. *McAllister*. Available from: <http://mcallistermarketing.com/consumerfocused/the-importance-of-brand-personality> [24 November 2015].

Miletsky, Jason, and Smith, Genevieve L.. *Perspectives™ On Branding*. Boston, MA, USA: Course Technology / Cengage Learning, 2009. ProQuest ebrary. Web. 20 October 2015.

Melewar, TC, & Small, J (eds) 2007, *Contemporary Thinking, Topics and Trends in International Branding*, Part 1, Emerald Group Publishing Ltd, Bradford, GBR. Available from: ProQuest ebrary. [20 October 2015].

Oliver, R.L., 1999. Whence consumer loyalty?. *the Journal of Marketing*, pp.33-44. Available from:

<http://www.uta.edu/faculty/richarme/MARK%205342/Articles/Oliver%201999.pdf> [17 April 2016]

Robert's Coffee, 2012. A Love for Coffee. *Roberts Coffee*. Available from: <http://www.robertscoffee.com/en/roberts-coffee/a-love-for-coffee/> [20 November 2015].

Robert's Coffee, 2013, Coffert Collection. Robert's Coffee. Available from: <http://www.robertscoffee.com/en/roberts-coffee/coffert/> [23 November 2015]

Santos, J.R.A., 1999. Cronbach's alpha: A tool for assessing the reliability of scales. *Journal of extension*, 37(2), pp.1-5. Available From: <http://www.joe.org/joe/1999april/tt3.php?ref> [April 14 2016]

Sobel, M.E., 1982. Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13(1982), pp.290-312.

Staplehurst, Graham and Charoenwongse, Supatha, 2012. Why Brand Personality Matters: Aligning Your Brand to Cultural Drivers of Success. *Millward Brown*. Available from: [http://www.millwardbrown.com/docs/default-source/insight-documents/points-of-view/Millward\\_Brown\\_POV\\_Brand\\_Personality.pdf](http://www.millwardbrown.com/docs/default-source/insight-documents/points-of-view/Millward_Brown_POV_Brand_Personality.pdf) [24 November 2015]

Starbucks Corporation, 2010. *Starbucks Advertising Materials*, Available at: <https://understandingadvertising.files.wordpress.com/2010/06/2-2.jpg> [18 April, 2016].

Starbucks Corporation, 2015. Starbucks Company Profile. *Starbucks Coffee Company*. Available from: <http://www.starbucks.com/about-us/company-information/starbucks-company-profile> [20 November 2015].

Starbucks Corporation, 2016. Corporate Social Responsibility |Starbucks Mission Statement. *Starbucks Coffee Company*. Available from: <http://www.starbucks.com/responsibility> [18 April, 2016].

Yohn, DL 2013, What Great Brands Do : The Seven Brand-Building Principles That Separate the Best from the Rest, John Wiley & Sons, Incorporated, Somerset, NJ, USA. Available from: ProQuest ebrary. [15 November 2015].

## APPENDICES

### 10 APPENDIX 1. QUESTIONNAIRE RESPONSES INFORMATION

Q1. Of these two cafe franchise chains, which is your preferred choice?

| <i>Answer Options</i>           | <i>Response Per-<br/>cent</i> | <i>Response<br/>Count</i> |
|---------------------------------|-------------------------------|---------------------------|
| <i>Starbucks</i>                | <i>35,2%</i>                  | <i>37</i>                 |
| <i>Robert's Coffee</i>          | <i>64,8%</i>                  | <i>68</i>                 |
| <i>TOTAL:</i>                   | <i>100,0%</i>                 | <i>105</i>                |
| <b><i>answered question</i></b> |                               | <b><i>105</i></b>         |

Q2. Of these two cafe franchise chains, which in your opinion has a stronger brand personality (human characteristics/personality traits such as warmth, concern, humor, compassion, responsible etc.)

| <i>Answer Options</i>           | <i>Response Per-<br/>cent</i> | <i>Response<br/>Count</i> |
|---------------------------------|-------------------------------|---------------------------|
| <i>Starbucks</i>                | <i>62,9%</i>                  | <i>66</i>                 |
| <i>Robert's Coffee</i>          | <i>37,1%</i>                  | <i>39</i>                 |
| <i>TOTAL:</i>                   | <i>100,0%</i>                 | <i>105</i>                |
| <b><i>answered question</i></b> |                               | <b><i>105</i></b>         |

Q3. In your opinion, does the overall experience of your cafe of choice match up with how they promote and market themselves in their advertisements, social media, press statements etc.?

| <i>Answer Options</i>           | <i>Response Per-<br/>cent</i> | <i>Response<br/>Count</i> |
|---------------------------------|-------------------------------|---------------------------|
| <i>Yes</i>                      | <i>23,8%</i>                  | <i>25</i>                 |
| <i>No</i>                       | <i>15,2%</i>                  | <i>16</i>                 |
| <i>Partially</i>                | <i>60,1%</i>                  | <i>64</i>                 |
| <i>TOTAL:</i>                   | <i>100,0%</i>                 | <i>105</i>                |
| <b><i>answered question</i></b> |                               | <b><i>105</i></b>         |

Q4. From the list of options below, mark which factors are most important to you in your choice of cafe brand? (You can choose more than one option if you wish).

| <i>Answer Options</i>  | <i>Response Percent</i> | <i>Response Count</i> |
|--|-------------------------|-----------------------|
| <i>The brand's personality (human characteristics/personality traits of the brand: such as warmth, concern, compassion etc.)</i> | <i>23,8%</i>            | <i>25</i>             |
| <i>The brand's image (consumer beliefs about the brand: for example, environmentally friendly, innovative, trustworthy etc)</i>  | <i>38,1%</i>            | <i>40</i>             |
| <i>Quality of brand and its products</i>   | <i>73,3%</i>            | <i>77</i>             |
| <i>Price</i>   | <i>46,7%</i>            | <i>49</i>             |
| <i>Accessibility</i>   | <i>36,2%</i>            | <i>38</i>             |
| <i>answered question</i>   |                         | <i>105</i>            |

Q5. On a Scale of 1-10 (1 being the lowest and 10 the highest value) rate both Starbucks and Robert's Coffee on their overall performance in your opinion.

| <b>Answer Options</b> | Starbucks | Robert's Coffee |                          |
|-----------------------|-----------|-----------------|--------------------------|
| <b>1</b>              | 1         | 1               |                          |
| <b>2</b>              | 1         | 0               |                          |
| <b>3</b>              | 7         | 0               |                          |
| <b>4</b>              | 4         | 8               |                          |
| <b>5</b>              | 17        | 15              |                          |
| <b>6</b>              | 18        | 10              |                          |
| <b>7</b>              | 18        | 22              |                          |
| <b>8</b>              | 26        | 27              |                          |
| <b>9</b>              | 12        | 19              |                          |
| <b>10</b>             | 1         | 3               | <i>answered question</i> |
| <b>Response Count</b> | 105       | 105             | <b>105</b>               |

Q6. Do you believe that franchises perform better if they have strong brand personalities?

| <b>Answer Options</b>    | <b>Response Percent</b> | <b>Response Count</b> |
|--------------------------|-------------------------|-----------------------|
| Yes                      | 83,8%                   | 88                    |
| No                       | 16,2%                   | 17                    |
| <i>answered question</i> |                         | <b>105</b>            |

## 11 APPENDIX 2. THE QUESTIONNAIRE.



### Arcada University of Applied Sciences - Thesis Project Questionnaire

**Thank you for taking part in this university research project, your participation is greatly appreciated! ☺ This questionnaire has been developed and written to assist in research for a Bachelor's Degree thesis about Brand Personality Marketing at the Arcada University of Applied Sciences in Helsinki, Finland and shall not be used for any commercial purposes. All responses are strictly *confidential* and *anonymous*.**

1. Of these two café franchise chains, which one is your preferred choice?
  - Starbucks
  - Robert's Coffee.
  
2. Of these two café franchise chains, which in your opinion has a stronger *brand personality* (human characteristics/personality traits such as warmth, concern, humor, compassion, responsible etc.)?
  - Starbucks
  - Robert's Coffee
  
3. In your opinion, does the overall experience of your café of choice match up with how they promote and market themselves in their advertisements, social media, press statements etc?
  - Yes
  - No
  - Partially
  
4. From the list of options below, mark which factors are *most important* to you in your choice of café brand (You may choose more than one if you wish)
  - The brand's personality** (human characteristics/personality traits of the brand: such as warmth, concern, humor etc.)
  - The brand's image** (consumer beliefs about the brand: for example, environmentally friendly, innovative, trustworthy etc.)
  - Quality of brand and its products**
  - Price**
  - Accessibility**

5. On a scale of 1-10 (1 being the *lowest* and 10 the *highest* value) rate both *Starbucks* and Robert's Coffee on their overall performance in your opinion.

Starbucks:

Robert's Coffee:

6. Do you believe that franchise businesses perform better if they have strong brand personalities?

Yes

No

7. If you could describe the brand personality of your preferred café franchise in one word, what would it be?

**End of Questionnaire – Thank you for your time! ☺**



## 12 APPENDIX 3. STATISTICAL INFORMATION

### Chi-Square Tests for Question 1,2,3 & 6 Results:

#### Q1

|                    | Observed<br>N | Expected<br>N | Residual |
|--------------------|---------------|---------------|----------|
| Starbucks          | 37            | 52,5          | -15,5    |
| Robert's<br>Coffee | 68            | 52,5          | 15,5     |
| Total              | 105           |               |          |

#### Test Statistics

|                | Q1                 |
|----------------|--------------------|
| Chi-Square     | 9,152 <sup>a</sup> |
| df             | 1                  |
| Asymp.<br>Sig. | ,002               |

a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 52,5.

#### Q2

|                    | Observed<br>N | Expected N | Residual |
|--------------------|---------------|------------|----------|
| Starbucks          | 66            | 52,5       | 13,5     |
| Robert's<br>Coffee | 39            | 52,5       | -13,5    |
| Total              | 105           |            |          |

#### Test Statistics

|                | Q2                 |
|----------------|--------------------|
| Chi-Square     | 6,943 <sup>a</sup> |
| df             | 1                  |
| Asymp.<br>Sig. | ,008               |

a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 52,5.

**Q3**

|           | Observed<br>N | Expected<br>N | Residual |
|-----------|---------------|---------------|----------|
| Yes       | 25            | 35,0          | -10,0    |
| No        | 16            | 35,0          | -19,0    |
| Partially | 64            | 35,0          | 29,0     |
| Total     | 105           |               |          |

**Test Statistics**

|                | Q3                  |
|----------------|---------------------|
| Chi-Square     | 37,200 <sup>a</sup> |
| df             | 2                   |
| Asymp.<br>Sig. | ,000                |

a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 35,0.

**Q6**

|       | Observed N | Expected<br>N | Residual |
|-------|------------|---------------|----------|
| Yes   | 88         | 52,5          | 35,5     |
| No    | 17         | 52,5          | -35,5    |
| Total | 105        |               |          |

**Test Statistics**

|                | Q6                  |
|----------------|---------------------|
| Chi-Square     | 48,010 <sup>a</sup> |
| df             | 1                   |
| Asymp.<br>Sig. | ,000                |

a. 0 cells (0,0%) have expected frequencies less than 5. The minimum expected cell frequency is 52,5.

## Confidence Intervals of Respondent Answers to Questions 1,2,3,4 & 6:

### Q1 (Starbucks)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 35,2 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,14$       |
| Range for True Pop. Proportion | 26,06% to 44,34% |

### Q1 (Robert's Coffee)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 64,8 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,14$       |
| Range for True Pop. Proportion | 55,66% to 73,94% |

### Q2 (Starbucks)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 62,9 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,24$       |
| Range for True Pop. Proportion | 53,66% to 72,14% |

### Q2 (Robert's Coffee)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 37,1 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 9,24$       |
| Range for True Pop. Proportion | 27,86% to 46,34% |

### Q3 (Yes)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 24,8 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | $\pm 8,26$       |
| Range for True Pop. Proportion | 16.54% to 33.06% |

### Q3 (No)

|                                |             |
|--------------------------------|-------------|
| Sample Size                    | 105         |
| Observed Proportion            | 14,3 %      |
| Confidence Level               | 95 %        |
| Interval Level                 | $\pm 6,7$   |
| Range for True Pop. Proportion | 7.6% to 21% |

### Q3 (Partially)

|                     |      |
|---------------------|------|
| Sample Size         | 105  |
| Observed Proportion | 61 % |
| Confidence Level    | 95 % |

Interval Level  $\pm 9,33$

Range for True Pop. Proportion 51.67% to 70.33%

### Q4 (Brand Personality)

|                     |        |
|---------------------|--------|
| Sample Size         | 105    |
| Observed Proportion | 23,8 % |
| Confidence Level    | 95 %   |

Interval Level  $\pm 8,15$

Range for True Pop. Proportion 15.65% to 31.95%

### Q4 (Brand Image)

|                     |        |
|---------------------|--------|
| Sample Size         | 105    |
| Observed Proportion | 38,1 % |
| Confidence Level    | 95 %   |

Interval Level  $\pm 9,29$

Range for True Pop. Proportion 28.81% to 47.39%

### Q4 (Brand Quality)

|                     |        |
|---------------------|--------|
| Sample Size         | 105    |
| Observed Proportion | 73,3 % |
| Confidence Level    | 95 %   |

Interval Level  $\pm 8,46$

Range for True Pop. Proportion 64.84% to 81.76%

### Q4 (Price)

|                     |        |
|---------------------|--------|
| Sample Size         | 105    |
| Observed Proportion | 46,7 % |
| Confidence Level    | 95 %   |

Interval Level  $\pm 9,54$

Range for True Pop. Proportion 37.16% to 56.24%

### Q4 (Accessibility)

|                     |        |
|---------------------|--------|
| Sample Size         | 105    |
| Observed Proportion | 36,2 % |
| Confidence Level    | 95 %   |

Interval Level  $\pm 9,19$

Range for True Pop. Proportion 27.01% to 45.39%

### Q6 (Yes)

|                                |                  |
|--------------------------------|------------------|
| Sample Size                    | 105              |
| Observed Proportion            | 84,8 %           |
| Confidence Level               | 95 %             |
| Interval Level                 | ± 6,87           |
| Range for True Pop. Proportion | 77.93% to 91.67% |

### Q6 (No)

|                                |                 |
|--------------------------------|-----------------|
| Sample Size                    | 105             |
| Observed Proportion            | 14,3 %          |
| Confidence Level               | 95 %            |
| Interval Level                 | ± 6,87          |
| Range for True Pop. Proportion | 8.33% to 22.07% |

## Question 4 Multiple Response Statistics:

### Feature Frequencies

|  | Responses |         | Percent of Cases |
|--|-----------|---------|------------------|
|  | N         | Percent |                  |
| Feature <sup>a</sup> Brand personality | 25        | 10,9%   | 23,8%            |
| Accessibility                          | 38        | 16,6%   | 36,2%            |
| Brand Image                            | 40        | 17,5%   | 38,1%            |
| Price                                  | 49        | 21,4%   | 46,7%            |
| Quality                                | 77        | 33,6%   | 73,3%            |
| Total                                  | 229       | 100,0%  | 218,1%           |

a. Dichotomy group tabulated at value 1.

### Case Summary

|                      | Cases |         |         |         |       |         |
|----------------------|-------|---------|---------|---------|-------|---------|
|                      | Valid |         | Missing |         | Total |         |
|                      | N     | Percent | N       | Percent | N     | Percent |
| Feature <sup>a</sup> | 105   | 45,9%   | 124     | 54,1%   | 229   | 100,0%  |

a. Dichotomy group tabulated at value 1.

## Question 4 Cross Tabulation Statistic Results with Questions 1- 6:

### Case Summary

|              | Cases |         |         |         |       |         |
|--------------|-------|---------|---------|---------|-------|---------|
|              | Valid |         | Missing |         | Total |         |
|              | N     | Percent | N       | Percent | N     | Percent |
| \$Feature*Q1 | 105   | 45,9%   | 124     | 54,1%   | 229   | 100,0%  |

### Feature\*Q1 Crosstabulation

|                      |                   |       | Q1        |                 | Total |
|----------------------|-------------------|-------|-----------|-----------------|-------|
|                      |                   |       | Starbucks | Robert's Coffee |       |
| Feature <sup>a</sup> | Brand personality | Count | 11        | 14              | 25    |
|                      | Brand Image       | Count | 14        | 26              | 40    |
|                      | Quality           | Count | 29        | 48              | 77    |
|                      | Price             | Count | 9         | 40              | 49    |
|                      | Accessibility     | Count | 11        | 27              | 38    |
| Total                |                   | Count | 37        | 68              | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

### Feature\*Q2 Crosstabulation

|                      |                   |       | Q2        |                 | Total |
|----------------------|-------------------|-------|-----------|-----------------|-------|
|                      |                   |       | Starbucks | Robert's Coffee |       |
| Feature <sup>a</sup> | Brand personality | Count | 16        | 9               | 25    |
|                      | Brand Image       | Count | 24        | 16              | 40    |
|                      | Quality           | Count | 49        | 28              | 77    |
|                      | Price             | Count | 27        | 22              | 49    |
|                      | Accessibility     | Count | 20        | 18              | 38    |
| Total                |                   | Count | 66        | 39              | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**Feature\*Q3 Crosstabulation**

|                      |                    |       | Q3  |    |           | Total |
|----------------------|--------------------|-------|-----|----|-----------|-------|
|                      |                    |       | Yes | No | Partially |       |
| Feature <sup>a</sup> | Brand person-ality | Count | 10  | 0  | 15        | 25    |
|                      | Brand Image        | Count | 8   | 9  | 23        | 40    |
|                      | Quality            | Count | 19  | 10 | 48        | 77    |
|                      | Price              | Count | 5   | 6  | 38        | 49    |
|                      | Accessibility      | Count | 7   | 4  | 27        | 38    |
| Total                |                    | Count | 25  | 16 | 64        | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**\$Feature\*Q5Starbucks Crosstabulation**

|                      |                   |       | Q5Starbucks |   |   |   |    |    |    |    |    |    | Total |
|----------------------|-------------------|-------|-------------|---|---|---|----|----|----|----|----|----|-------|
|                      |                   |       | 1           | 2 | 3 | 4 | 5  | 6  | 7  | 8  | 9  | 10 |       |
| Feature <sup>a</sup> | Brand personality | Count | 0           | 1 | 2 | 1 | 3  | 7  | 2  | 5  | 3  | 1  | 25    |
|                      | Brand Image       | Count | 1           | 1 | 2 | 2 | 5  | 9  | 9  | 9  | 1  | 1  | 40    |
|                      | Quality           | Count | 0           | 1 | 4 | 2 | 14 | 12 | 12 | 21 | 11 | 0  | 77    |
|                      | Price             | Count | 0           | 1 | 3 | 1 | 11 | 8  | 13 | 6  | 6  | 0  | 49    |
|                      | Accessibility     | Count | 0           | 1 | 2 | 3 | 6  | 9  | 6  | 5  | 6  | 0  | 38    |
| Total                |                   | Count | 1           | 1 | 7 | 4 | 17 | 19 | 17 | 26 | 12 | 1  | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**\$Feature\*Q5Roberts Crosstabulation**

|                      |                   |       | Q5Roberts |   |    |    |    |    |    | Total |     |
|----------------------|-------------------|-------|-----------|---|----|----|----|----|----|-------|-----|
|                      |                   |       | 1         | 4 | 5  | 6  | 7  | 8  | 9  |       | 10  |
| Feature <sup>a</sup> | Brand personality | Count | 0         | 2 | 5  | 1  | 7  | 4  | 4  | 2     | 25  |
|                      | Brand Image       | Count | 1         | 3 | 8  | 2  | 9  | 6  | 10 | 1     | 40  |
|                      | Quality           | Count | 0         | 4 | 9  | 7  | 16 | 24 | 14 | 3     | 77  |
|                      | Price             | Count | 0         | 5 | 4  | 5  | 11 | 11 | 12 | 1     | 49  |
|                      | Accessibility     | Count | 0         | 2 | 6  | 3  | 9  | 10 | 6  | 2     | 38  |
| Total                |                   | Count | 1         | 8 | 15 | 10 | 22 | 27 | 19 | 3     | 105 |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

**\$Feature\*Q6 Crosstabulation**

|                      |                        |       | Q6  |    | Total |
|----------------------|------------------------|-------|-----|----|-------|
|                      |                        |       | Yes | No |       |
| Feature <sup>a</sup> | Brand person-<br>ality | Count | 20  | 5  | 25    |
|                      | Brand Image            | Count | 34  | 6  | 40    |
|                      | Quality                | Count | 65  | 12 | 77    |
|                      | Price                  | Count | 38  | 11 | 49    |
|                      | Accessibility          | Count | 31  | 7  | 38    |
| Total                |                        | Count | 88  | 17 | 105   |

Percentages and totals are based on respondents.

a. Dichotomy group tabulated at value 1.

# 13 APPENDIX 4. SCREENSHOTS OF INFORMATION TAKEN FROM STARBUCKS WEBSITE

We have always believed Starbucks can – and should – have a positive impact on the communities we serve. One person, one cup and one neighborhood at a time.

As we have grown to now more than 23,000 stores in over 70 countries, so too has our commitment to create global social impact in neighborhoods around the world.

So it is our vision that together we will elevate our partners, customers, suppliers and neighbors to create positive change. To be innovators, leaders and contributors to an inclusive society and a healthy environment so that Starbucks and everyone we touch can endure and thrive.

[Sign up](#) to receive occasional email updates on our global responsibility and leadership initiatives.

## Starbucks Global Responsibility Goals & Progress



[Learn about our 2014 Goals & Progress](#)

## Source Ethically & Sustainably



We are committed to offering high-quality, ethically purchased and responsibly produced products.

## Create Opportunities



We are committed to investing in paths to opportunity through education, training and employment.

## Lead in Green Retail



## Encourage Service & Citizenship



**Our mission** to inspire and nurture the human spirit – one person, one cup, and one neighborhood at a time.

## Expect More Than Coffee

We're not just passionate purveyors of coffee, but everything else that goes with a full and rewarding coffeehouse experience. We also offer a selection of premium teas, fine pastries and other delectable treats to please the taste buds. And the music you hear in store is chosen for its artistry and appeal.

It's not unusual to see people coming to Starbucks to chat, meet up or even work. We're a neighborhood gathering place, a part of the daily routine – and we couldn't be happier about it. Get to know us and you'll see: we are so much more than what we brew.

We make sure everything we do is through the lens of humanity – from our commitment to the highest quality coffee in the world, to the way we engage with our customers and communities to do business responsibly.

## 14 APPENDIX 5. SCREENSHOTS OF INFORMATION TAKEN FROM ROBERT'S COFFEE WEBSITE

### A LOVE FOR COFFEE

"Coffee is a stimulant, dark, strong, flavoursome, and above all a fresh product", is a statement that sums up the guiding principles of Robert's Coffee's ideology. A genuine love and appreciation of good coffee and firm belief in personal and heartfelt service guide this Finnish family company. By following the coffee all the way "from the bean to the cup", from the roasteries to our cafes, we can guarantee high quality and take care of our customers.

"It's not irrelevant what coffee you drink – it has to be the best possible!" is Robert's motto.

First-class raw materials combine with strong expertise in the roasting process and as short a storage time as possible to guarantee gourmet coffees that Robert's Coffee can proudly display. We roast coffee in small batches as and when we get orders. For that reason, Robert's Coffee's coffee never sits in the warehouse but is instead always delivered freshly roasted to our cafes and shops. In this way we can ensure that the coffee we serve is always freshly roasted and of the highest quality. It is precisely this which distinguishes Robert's Coffee from other cafe chains. As per international custom, the coffee is roasted a shade darker, so that it contains fewer acids and is thus gentler on the stomach.

The coffee tradition has already run in the family of Robert for seven generations. Since the beginning of 2012, Robert's children Carl-Gustav and Henrika have joined the running of the business and thereby represent the eighth generation of the family to share their love for coffee and tea. Robert's Coffee is a family company in which there is a mix of tradition, innovation and warmth. **The Robert's Coffee History** The story begins when the innovative Finnish coffee expert Robert Paulig, in whose family the coffee tradition has already been present for seven generations, comes home from one of his many trips. After experimenting with different raw materials and roasting methods with other friends of coffee around the world and having acquired impressions from different places and people, Robert Paulig reaches the following conclusion: he decides to set up his own gourmet roastery. After all, there are small breweries and vineyards, so why should the same also work with coffee?

Robert's Coffee's roastery and cafe are founded in 1987 in the harbour district of Helsinki. The business idea is simple: to offer customers the best and freshest coffee and heartfelt service. But the story does not end there. After travelling across the United States and finding cafes on every street corner, Robert Paulig decides to bring the idea to Finland and Sweden as well. The time is ripe for the development of Finnish and Swedish cafe culture, since people are ready to pay a little more for good coffee and tea. The core ideas of the concept are still clear to see in the operation of the chain and ensure the best quality and

Robert's Coffee's roastery and cafe are founded in 1987 in the harbour district of Helsinki. The business idea is simple: to offer customers the best and freshest coffee and heartfelt service. But the story does not end there. After travelling across the United States and finding cafes on every street corner, Robert Paulig decides to bring the idea to Finland and Sweden as well. The time is ripe for the development of Finnish and Swedish cafe culture, since people are ready to pay a little more for good coffee and tea. The core ideas of the concept are still clear to see in the operation of the chain and ensure the best quality and freshness.

In 1992 the first coffee shop start business in Finland and Sweden. In Finland the cafe is found "under the clock", i.e. in an espresso trailer situated outside the Stockmann department store in Helsinki. Thus the "latte trend" gradually gets going. Since then, Robert Paulig has continued on his innovative path by, for example, being amongst the first to adopt Fairtrade products into his range, and continuously developing new more environmentally friendly production methods and products.

These days Robert's Coffee is a well-known brand which has consolidated its position in Finland, Sweden, Estonia, Turkey and even as far as Japan.

The cornerstones of the concept:

**FIRST-CLASS, FRESHLY ROASTED COFFEE AND PREMIUM TEA.**

**HEARTFELT SERVICE.**

**A PLEASANT ENVIRONMENT.**

"A love for coffee – a twinkle in the eye"



## OUR OWN GOURMET ROASTERY THAT MAKES FIRST-CLASS, FRESHLY-ROASTED COFFEE!

"It's not irrelevant what coffee you drink – it has to be the best possible!" is Robert Paulig's motto.

First-class raw materials combine with strong expertise in the roasting process and as short a storage time as possible to guarantee gourmet coffees that Robert's Coffee can proudly display. We roast coffee in small batches as and when we get orders. For that reason, Robert's Coffee's coffee never sits in the warehouse but is instead always delivered freshly roasted to our cafes and shops. In this way we can ensure that the coffee we serve is always freshly roasted and of the highest quality. It is precisely this which distinguishes Robert's Coffee from other cafe chains. As per international custom, the coffee is roasted a shade darker, so that it contains fewer acids and is thus gentler on the stomach.

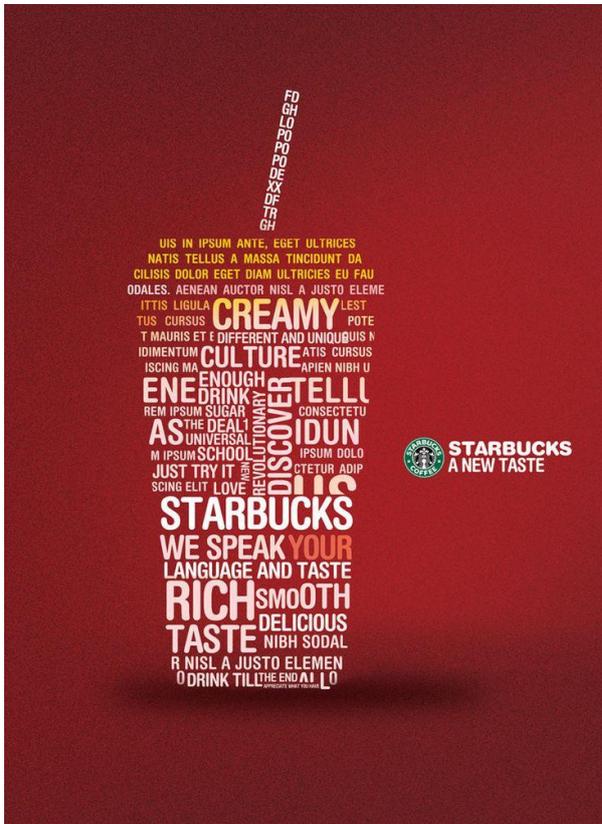
## 15 APPENDIX 6. ONLINE PRINT ADVERTISEMENTS OF STARBUCKS.



Source: <http://understandingadvertising.files.wordpress.com/2010/06/2-2.jpg>



Source: [http://www.templateof.com/postpic/2013/01/starbucks-print-ad-magazine\\_245506.jpeg](http://www.templateof.com/postpic/2013/01/starbucks-print-ad-magazine_245506.jpeg)



Source: <https://s-media-cache-ak0.pinimg.com/736x/d9/7c/4b/d97c4b1ae0c928d3971267e7d7fe911d.jpg>



The beverage you're about to enjoy supports different activities to help the Community.

Starbucks helps various programs to support the world wide community such as nurturing young leaders, supporting coffee, tea and cocoa communities, access to get clean water, fostering education in China, rebuilding the gulf coast and more. Of course it's because of your help.

**It's more than just a cup.**



Source: <https://mir-s3-cdn->

[cf.behance.net/project\\_modules/disp/85216e9925537.560dc81f7e743.jpg](https://cf.behance.net/project_modules/disp/85216e9925537.560dc81f7e743.jpg)

16 APPENDIX 7. ONLINE ADVERTISING MATERIALS OF ROBERT'S COFFEE



Source: <http://www.robertscoffee.se/wp-content/uploads/2014/06/Roberts-Sliders.png>



Source: [http://www.foruminblogit.fi/wp-content/uploads/2013/03/PROD\\_PACKAGE\\_Amulatte+Croissant1-642x361.jpg](http://www.foruminblogit.fi/wp-content/uploads/2013/03/PROD_PACKAGE_Amulatte+Croissant1-642x361.jpg)



Source: [http://www.robertscoffee.com/wp-content/uploads/2014/02/BreakfastHeaven\\_01\\_2014\\_1340px.jpg](http://www.robertscoffee.com/wp-content/uploads/2014/02/BreakfastHeaven_01_2014_1340px.jpg)