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June 2007

Working Paper 07-06



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**Extending the Fit Hypothesis in Brand Extensions:
Effects of Situational Involvement, Consumer Innovativeness and Extension
Incongruity on Evaluation of Brand Extensions**

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May, 2007

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Effects of Involvement, Consumer Innovativeness and Extension Incongruity on Evaluation of Brand Extensions

ABSTRACT

This study examines the effects of congruity between a parent brand and its extensions with consumers' brand extension evaluations. Two alternative predictions on brand extension evaluations, the fit hypothesis and an inverted U-shaped hypothesis based on Mandler's model, (1982) are contrasted. An attempt to explain this contradiction is made by identifying two moderating factors, a situational variable (i.e., task involvement) and a consumer personality variable (i.e., consumer innovativeness). It is found that while subjects show a pattern suggested by the inverted U-shaped hypothesis in their extension evaluations under the high involvement condition, subjects in other conditions show a pattern suggested by the fit hypothesis.

JEL Code: M31

Key words: Brand extensions, Involvement, Consumer Innovativeness

Effects of Involvement, Consumer Innovativeness and Extension Incongruity on Evaluation of Brand Extensions

INTRODUCTION

Brand extension is the use of a brand name established in one product category to enter another product category (Aaker 1991). It is an attractive approach for firms because it helps to spread advertising costs, reduce the risk of new product introduction, and promote trial among trade and ultimate consumers (Aaker 1991; Aaker and Keller 1990; Keller 1998). Furthermore, a successful extension strengthens the parent brand, reinforcing the positive brand image in the mind of the consumers (Park, Jaworski and MacInnis 1986; Tauber 1988; Aaker 1991). Although brand extension is very popular today and has been the core of strategic growth for a variety of firms, the success achieved by brand extensions has been rather mixed (Keller 1998).

Past research on brand extension has been focused on identifying key success conditions for brand extensions. It has been found that some kind of logical fit between a parent brand and an extension is necessary to ensure that consumers are able to transfer the positive affect created by the parent brand to the extension (Aaker and Keller 1990; Boush and Loken 1991; Park, Milberg and Lawson 1991; Broniarczyk and Alba 1994; Bottomley and Holden 2001; Volckner and Sattler 2006).

However, an increasing body of research calls this “Fit” hypothesis into question. It has been suggested that extensions that are not congruent may be preferred over ones that are congruent. More specifically, extensions that are moderately incongruent with a parent brand are evaluated more favorably than extensions that are congruent or extremely incongruent with the parent brand (Meyers-Levy, Louie and Curren 1994; Maoz and Tybout 2002). This relationship that individual’s preferences are related to level of incongruity in an inverted U-shaped manner has been observed in a variety of domains including people’s interpersonal

preferences (Synder and Fromkin 1980), preferences for musical composition (Vitz 1966), infant's preferences for objects (Rheingold 1985) and preferences for new products (Meyers-Levy and Tybout 1989; Peracchio and Tybout 1996). Mandler's model of value judgment (1982) provides explanation for such findings, suggesting that an inverted U-shaped relation between evaluative judgment and incongruity of a stimulus occurs in response to the extent of elaboration prompted by the level of incongruity and the success of such elaboration in resolving the incongruity.

The "Fit" hypothesis and the inverted U-shaped hypothesis seem to provide seemingly contradictory predictions on the success of brand extensions. Several studies have tried to resolve this contradiction by finding out moderating variables that could integrate the two hypotheses. For example, situational factors such as mood (Barone, Miniard and Romeo 2000) and task involvement (Maoz and Tybout 2001) were examined as potential moderators. Also, consumer's personality factor such as need for cognition (Nkwocha, Bao, Johnson and Brotspies 2005) was examined as a potential moderator. Although these research findings can suggest a framework to integrate the two hypotheses, their contributions are rather piecemeal because they could not examine the phenomenon considering both situational and consumer personality factors together. The objective of this study is to suggest and test a more general framework that can integrate the two hypotheses by considering both a situational factor (i.e., involvement) and a consumer personality factor (i.e., innovativeness) as moderating factors.

BACKGROUND

Alternative Perspectives on Fit Effect in Brand Extensions

The Fit Hypothesis. In evaluating brand extensions, the fit between a parent brand and an extension plays an important role. The fit refers to the similarity between original brand and extension product category (Nkwocha et al. 2005). Past research has consistently found that

the fit positively affects consumers' attitude toward brand extensions (e.g., Boush and Loken 1991; Keller and Aaker 1992; Park, Milberg and Lawson 1991; Bridges 1992; Broniarczyk and Alba 1994; Bottomley and Holden 2001; Volckner and Sattler 2006). These findings suggest that positive associations from a parent brand are transferred to its extensions when there is a fit between the two involved products. Therefore, a downward slopping linear relationship is suggested as a relationship between fit levels and extension evaluations.

The inverted U-shaped Hypothesis. Research findings on schema congruity effect suggest an alternative prediction on brand extensions. Many studies have examined how consumers react to varying degrees of schema incongruity and found that consumers respond more favorably to objects that possess moderate level of incongruity than those are either congruent or extremely incongruent with existing schemas. This relationship has been examined in various consumer behavior areas such as new product evaluation (Meyers-Levy and Tybout 1989; Peracchio and Tybout 1996), information search (Ozanne, Brucks and Grewal 1992), and responses to advertisements (Heckler and Childers 1992; Goodstein 1993; Stafford, Walker and Blasko 1996), including brand extension evaluations (Meyers-Levy, Louie and Curren 1994; Maoz and Tybout 2002; Nkwocha et al. 2006).

Mandler's model of value judgment (1982) is used to explain the phenomenon. According to Mandler (1982), this response pattern occur because schema incongruity stimulates elaboration of the incongruent information as consumers try to resolve the incongruity. A successful resolution of incongruity is rewarding, thus, results in favorable responses (Mandler 1982). Extremely incongruity cannot be resolved except through fundamental changes in existing cognitive structure. This creates confusion rather than interest. Moreover, the extensive processing devoted to extreme incongruity is likely to enhance negativity of responses. Congruent objects, on the other hand, do not require

resolution because they are predictable. This predictability renders them of limited interest and just evokes a mild positive response due to familiarity (Mandler 1982).

Role of Involvement and Consumer Innovativeness in Brand Extension Evaluations

Involvement¹ influences information processing aspect of consumers. Elaboration Likelihood Model (ELM) suggests two route of information processing: central route and peripheral route (Petty and Cacioppo 1979, 1983, 1986). The ELM model further suggests that an individual's level of motivation influences the choice of route that an individual use in processing information (Petty, Caccioppo and Schuman 1983). High motivation leads to central processing in which individuals diligently examine and process information that central to a meaningful and logical evaluation of a particular attitudinal position. On the other hand, low motivation induces peripheral processing whereby individuals evaluate objects based on superficial analysis of readily available and salient cues regardless of whether these cues are meaningfully related to the object.

In order for an inverted U-shaped response to occur in a brand extension context, consumers have to resolve incongruity between the parent brand image and extended product category. To do so, consumers have to process incongruent information deeply, which requires the central processing of information (Lee 1995). In most of past studies that observed an inverted-U response pattern, the experimental manipulations appear to have induced extensive processing motivation (Meyers-Levy and Tybout 1996; Meyers-Levy, Louie and Curren 1994; Peracchio and Tybout 1996; Maoz and Tybout 2002). Therefore, it is predicted that an inverted-U response pattern will be observed under the condition that consumers are motivated to process information about brand extensions.

Consumer innovativeness is defined as a predisposition to buy new and different products or brands rather than to remain with previous choices and consumption pattern

¹ By involvement, we refer a situational involvement rather than a product involvement.

(Steenkamp, Hofstede and Wedal 1999). For an inverted U-shaped relation between incongruity and consumers' responses to brand extensions to hold, moderate incongruities should be regarded as interesting and positively valued (Mandler 1982). Since innovative consumers could be more receptive to incongruent information due to their preference for new and different product ideas, they could resolve moderately incongruent extensions better than less innovative consumers. Less innovative consumers, on the other hand, due to their conservative nature, they may prefer congruent extensions to incongruent extensions. For example, Meyer-Levy and Tybout (1989) report that dogmatics, who seem to attach strong affect to their prior knowledge, show no positive response to incongruent product information to their schema in their product judgment. Thus, it is predicted that an inverted-U response pattern will be observed from innovative consumers not from consumer who are low in their innovativeness.

Although innovative consumers may prefer incongruent extensions, if they are under low motivation condition, less extensive processing of product information will be employed (Lee 1995). Since they are not motivated to process information, they may prefer extensions that conforms ton their expectations. Incongruent extensions may not be preferred because the incongruity will remain as unresolved due to limited processing of information.

Less innovative consumers under highly involved situation are motivated to process product information. However, they are more conservative and less receptive to novel and different ideas, attaching strong affect to conforming information to their prior knowledge because their need for familiarity and stability (Myers-Levy and Tybout 1989). Consequently, under highly involved condition, less innovative consumers are motivated to process information but they lack ability (or do not want) to resolve incongruity. Therefore, they may prefer congruent extensions to incongruent extensions. Based on these reasoning, the following hypotheses are suggested:

H1: When consumers are high in their innovativeness *and* when they are under a highly involved situation, they will prefer moderately incongruent brand extensions over congruent and extremely incongruent extensions, resulting in:

- (a) more positive attitude towards the extension,
- (b) more positive attitude towards the original brand, and
- (c) higher purchasing intention

for moderately incongruent extensions than congruent and extremely incongruent extensions.

H2: When consumers are low in their innovativeness *or* when they are under an uninvolved situation, they will prefer congruent brand extensions over moderately incongruent and extremely incongruent extensions, resulting in:

- (a) more positive attitude towards the extension,
- (b) more positive attitude towards the original brand, and
- (c) higher purchasing intention

for congruent extensions than moderately incongruent and extremely incongruent extensions.

METHOD

Experimental Design and Subjects

A 2 (Involvement: high vs. low) x 2 (consumer innovativeness: high vs. low) x 5 (extension incongruity: 5 levels vary from congruent to extremely incongruent) factorial design was used in this study to test the proposed hypotheses. Involvement and innovativeness was between subject factors and extension incongruity was a within subject factor. A total of 198 undergraduate students participated in this study. Among them, 70 (35.4%) were male and 128 (64.6%) were female students.

Experimental Stimuli

Manipulation of Extension Incongruity. Materials for manipulating different levels of incongruity between parent brand and extensions were made through several stages of pretesting. First, desktop PC as the parent brand product category was chosen from an initial focus group (n=6). Desktop PC was chosen because they were relevant and familiar to the

students. Besides, desktops are highly relevant product category for brand extensions. In addition, several reputable brands in this product category have not extended into many other product categories.

Next, six reputable brand names from desktop product category were identified (Gateway, Acer, Dell, Apple, Compaq, and IBM) to determine the parent brand for extensions. A group of students (n=45) rated their familiarity and attitude on the six candidates brands of desktop PCs. Among them, IBM was rated highest in both familiarity and attitude (mean=5.67 and 5.42 respectively out of 7-point scale). Also, IBM was not perceived to have extended too widely beyond the computer product category. A subsequent check on the IBM website revealed that this was true with current product offerings. Thus, IBM was selected as the parent brand for extensions.

Then, a list of potential extension product categories of IBM was identified by searching current periodicals such as Consumer Reports and other magazines. Another pretest was conducted on the list to select five different extension product categories that would represent five levels of incongruity between the parent brand and its extensions. Thirty one students were asked to rate how dissimilar/similar inconsistent/consistent, atypical/typical and unrepresentative/representative were the product category as extensions of the IBM brand on a seven-point scale (e.g., 1="not very congruent" and 7="very congruent"). Palmtop, digital camcorder, video games, playstation, cellular phone, and cars were chosen to represent the five different incongruity levels five different extension product categories (mean values were 5.84, 4.50, 3.70, 2.81, 1.62 respectively).

Manipulation of Involvement. Involvement in this study was manipulated by providing scenarios that provided different personal relevance importance of the decision task (Maheswaran, Mackie and Chaiken 1992; Gurhan-Canli and Maheswaran 1998). Cash

incentive was added in high involvement situation to increase effectiveness of the involvement manipulation.

Subjects assigned to the high involvement condition learned that they were part of a small and selected group being surveyed for their opinions on brand extensions. They were also told that their responses were very important and would determine the success of this study. In addition, a cash prize procedure was employed to reward the subjects for their efforts. They were told that they would stand a chance to win attractive cash prizes if they correctly answer some questions at the end of the questionnaire. Subjects in the low involvement condition learned that they were part of a large group being surveyed for their opinions on brand extensions. They were also told that their responses would not be important as they would be averaged with those of many other respondents. No cash procedure was administered.

Manipulation of Consumer Innovativeness. Consumer innovativeness was measured by using consumer specific Exploratory Acquisition of Product (EAP) scale (Baumgartner and Steenkamp 1996). The EAP scale has been validated extensively in terms of its internal psychographic properties, as well as in terms of its relationship with other personality scales (Raju 1980; Zuckerman 1979; Baumgartner and Steenkamp 1996; Steenkamp and Van Trijp 1996). The two levels of consumer innovativeness were identified through a mean split classification method (mean=28.5).

Dependent Measures

Three dependent variables were measured in this study: attitude toward the brand, attitude towards the extension and purchase intention. Attitude towards the brand was measured using three seven-point semantic differential scales adopted from Gurhan-Camli and Maheswaran 1998; Broniarczyk and Alba 1994). The three items were anchored by: very

bad/very good, very dislikable/very likable, and very unfavorable/very favorable. The item showed a good reliability measure ($\alpha=.96$).

Attitude towards the extension was measured using three seven-point semantic differential scales adopted from Park, Milberg and Lawson (1991) and Jun, Mazumdar and Raj (1999). The three items were anchored by: it is a bad idea/it is a good idea, dislike very much/like very much, and very unfavorable/very favorable. They produced good level of reliability ($\alpha=.86$).

Purchase intention was measured using three seven-point Likert scales (1="strongly disagree" and 7="strongly agree") adopted from MacKenzie, Lutz and Belch (1986), and Petroschius and Crocker (1989). The three scales were: "I will consider buying the product," "I will try the product if I see it in a store," "I will try to seek out the product." The items turned out to be relatively reliable items ($\alpha=.77$).

RESULTS

Manipulation Check

The success of extension incongruity manipulation was examined by using four seven-point semantic differential scales: dissimilar/similar, inconsistent/consistent, atypical/typical, and unrepresentative/representative ($\alpha=.98$). The mean ratings were significantly different ($F=189.41$, $p<.01$) and all pairwise t-tests were significant at .05 level, suggesting a successful manipulation of extension incongruity.

The manipulation of involvement was checked by using three seven-point Likert scales. They were: "How interested were you when reading and evaluating the product description?" "How carefully did you read and evaluate the product description?" and "How attentive were you when reading and evaluating the product description?" ($\alpha=.93$). There

was a significant difference between high and low involvement conditions ($t=24.38, p<.01$). Hence, the manipulation of involvement turned out to be successful.

Initial attitude toward the original IBM brands was checked to evaluate possible confounding effects. Although the parent brand was selected through careful pretesting, the results showed that initial attitudes towards IBM across conditions were not similar ($F=8.73, p<.05$). To remove the possible confounding effect from this difference in the initial attitude level on IBM, the initial attitude level was used as a covariate in the following analyses.

Hypothesis Testing

To test the hypotheses, MANOCOVA was first conducted using SPSS for Windows 11.0 with the initial attitude level on IBM brand as a covariate. The means for experimental conditions and the results of the multivariate and univariate analyses are summarized in Table 1, 2 and 3. The hypothesized relationship among extension incongruity, involvement and consumer innovativeness requires a three-way interaction among the three variables. MANOCOVA results show a significant three-way interaction effect.

Insert Table 1, 2 and 3

The effects are further investigated using univariate analyses. Table 3 summarizes the univariate ANOCOVA results for all three dependent variables. ANCOVA results reveal a significant three-way interaction effect for attitude towards the brand and attitude towards the extensions. There is no significant interaction effect for purchase intentions. To verify the response pattern, pair-wise t-tests are performed on two dependent variables that produced a significant three-way interaction effect. Trend tests are also performed. Table 4 summarizes the test results. A significant quadratic effect is observed only in the high involvement and high consumer innovativeness condition. In other conditions, only significant linear effects are observed. These results support the hypothesized response patterns that predict an

inverted U-shaped pattern between levels of extension incongruity and evaluation under high involvement and high consumer innovativeness condition and a linear response pattern under other conditions. The response patterns are presented in Figure 1 and 2 as well.

Insert Table 4, Figure 1 and 2

DISCUSSION

Past research on brand extensions has typically focused on the effect of “Fit” factor. When other things are not considered, the fit hypothesis in brand extension suggests a downward sloping pattern between varying levels of incongruity and affective responses to extensions. Recently, however, several studies have identified an alternative prediction that specifies an inverted-U shaped relationship between different levels of incongruity and evaluation. These seemingly contradictory predictions could be combined into one framework by identifying variables that might moderate affect transfer between parent brand and its extensions. This study used a situational (i.e., involvement) and a consumer personality (i.e., innovativeness) factors as moderating factors that could synthesize the alternative predictions.

A significant three-way interaction effect among extension incongruity, motivation level and consumer innovativeness was observed on affective responses to extensions. More specifically, an inverted U-shaped response pattern was only observed among subjects with high innovative nature under highly involved situation. In other words, for moderately incongruent brand extensions to be successful, consumers must be motivated to process product information and are capable of being receptive to innovative (or incongruent) ideas. No significant three-way interaction

The results of this study provide useful implications to marketers who are considering brand extension to moderately incongruent product categories. Faced with this kind of

extensions, marketers must understand that the success is contingent on both consumer' motivation to process product information and their capacity to receive incongruent information. For a moderately incongruent extension to succeed, marketers should ensure that their target market process both of the qualities required. When situational involvement is lacking, marketers should try to supplement it through possibly advertising or publicity. When choosing the target consumers, marketers could utilize segmentation techniques to identify consumers who are more innovative by nature.

The findings of this study should be interpreted with the following limitations in mind. Since university students were used in this study, it should be cautioned to generalize the result of this study to other populations. Although the nature and effect of involvement and innovativeness may be similar between student and other consumer groups, future study should be conducted using different groups of consumers for generalization of the research findings. Another limitation of this study is that only one product category is used as a parent product category and that only one parent brand is examined. Thus, the results of this study should also be replicated in other product categories using more brands in future studies.

Table 1. Means and SD for Treatment Conditions

| | | High Innovative | | | Low Innovative | | |
|-----------------|-------------------|---------------------------------|-----------------------------|----------------------|---------------------------------|-----------------------------|----------------------|
| | | Attitude towards Original Brand | Attitude towards Extensions | Purchasing Intention | Attitude towards Original Brand | Attitude towards Extensions | Purchasing Intention |
| High Motivation | Cell size (n) | 43 | | | 55 | | |
| | Palmtop | 5.06 (.71) | 5.07 (.67) | 4.77 (1.07) | 5.43 (1.00) | 5.60 (.93) | 4.96 (1.12) |
| | Digital Camcorder | 5.64 (.55) | 5.96 (.52) | 4.87 (.84) | 4.48 (1.11) | 4.50 (1.13) | 3.90 (1.38) |
| | Game Playstation | 5.50 (.68) | 5.74 (.74) | 4.55 (.90) | 4.58 (1.16) | 4.50 (1.32) | 4.20 (1.37) |
| | Cellular phone | 4.68 (1.07) | 4.64 (1.08) | 4.16 (1.08) | 4.46 (1.20) | 4.19 (1.39) | 3.85 (1.45) |
| | Car | 3.22 (1.16) | 2.67 (1.12) | 2.49 (.95) | 3.75 (1.18) | 3.13 (1.31) | 3.02 (1.40) |
| Low Motivation | Cell size (n) | 47 | | | 53 | | |
| | Palmtop | 5.66 (.94) | 6.11 (.69) | 4.89 (1.11) | 5.54 (.99) | 5.70 (1.05) | 4.54 (1.35) |
| | Digital Camcorder | 4.67 (.96) | 4.67 (.96) | 4.08 (1.07) | 4.84 (.92) | 4.74 (.89) | 3.81 (1.31) |
| | Game Playstation | 4.43 (.92) | 4.93 (2.68) | 3.91 (1.39) | 4.30 (1.11) | 4.31 (1.16) | 3.42 (1.36) |
| | Cellular phone | 4.13 (.87) | 4.25 (1.03) | 3.70 (1.20) | 4.14 (1.49) | 3.91 (1.50) | 3.69 (1.63) |
| | Car | 3.44 (1.29) | 3.11 (1.36) | 2.94 (1.37) | 3.33 (1.54) | 2.82 (1.63) | 3.01 (3.47) |

Table 2. MANCOVA Results

| Source | Pillai's Trace | Wilks' Lamda | Hotelling's Trace |
|----------------------------------|----------------|--------------|-------------------|
| <u>Main Effects</u> | | | |
| Ext Congruity (C) | .122* | .878* | .139* |
| Motivation (M) | .094** | .906** | .104** |
| Innovativeness (I) | .083** | .917** | .091** |
| <u>2-way Interactions</u> | | | |
| Congruity x Motivation | .367** | .633** | .581** |
| Congruity x Innovativeness | .264** | .736** | .359** |
| Motivation x Innovativeness | .017 | .983 | .017 |
| <u>3-way Interactions</u> | | | |
| Con x Mot x Innov | .396** | .604** | .655** |

Note: : *= $p < .05$, ** = $p < .01$ (Initial attitude toward brand was used as a covariate)

Table 3. Univariate ANOCOVA Results

| Source | df | F value | | |
|----------------------------------|----|---------------------------------|---------------------------|--------------------|
| | | Attitude towards original brand | Attitude toward Extension | Purchase Intention |
| <u>Main Effects</u> | | | | |
| Ext Congruity (C) | 4 | 3.88** | 5.80** | 1.78 |
| Motivation (M) | 1 | 18.01** | 7.35** | 7.12** |
| Innovativeness (I) | 1 | 3.94* | 13.59** | 2.22 |
| <u>2-way Interactions</u> | | | | |
| Congruity x Motivation | 4 | 7.90** | 8.76** | 3.78** |
| Congruity x Innovativeness | 4 | 7.09** | 8.65** | 4.43** |
| Motivation x Innovativeness | 1 | 2.34 | 0.52 | 0.00 |
| <u>3-way Interactions</u> | | | | |
| Con x Mot x Innov. | 4 | 10.78** | 11.11** | 2.45 |

Note: *= $p < .05$, ** = $p < .01$ (Initial attitude toward brand was used as a covariate)

Table 4. Pariwise t-tests and Tend test Results

| Conditions/ Tests | Attitude towards original brand | Attitude toward Extension |
|--|---------------------------------|---------------------------|
| <u>Low Involvement/ Low Consumer Innovativeness</u> | | |
| <u>Pairwise t-tests (t value):</u> | | |
| Palmtop-Digital Camcorder | 0.70* | 0.96* |
| Digital Camcorder-Playstation | 0.54* | 0.42* |
| Playstation-Cellular Phone | 0.26 | 0.40 |
| Cellular Phone-Car | 0.82* | 1.09* |
| <u>Trend test (F value):</u> | | |
| Linear | 90.86* | 141.16* |
| Quadratic | 0.05 | 0.14 |
| <u>Low Involvement/ High Consumer Innovativeness</u> | | |
| <u>Pairwise t-tests (t value):</u> | | |
| Palmtop-Digital Camcorder | 0.99* | 1.44* |
| Digital Camcorder-Playstation | 0.23 | 0.26 |
| Playstation-Cellular Phone | 0.30* | 0.68 |
| Cellular Phone-Car | 0.70* | 1.13* |
| <u>Trend test (F value):</u> | | |
| Linear | 117.40* | 171.76* |
| Quadratic | 0.96 | 0.69 |
| <u>High Involvement/ Low Consumer Innovativeness</u> | | |
| <u>Pairwise t-tests (t value):</u> | | |
| Palmtop-Digital Camcorder | 0.95* | 1.10* |
| Digital Camcorder-Playstation | 0.00 | 0.00 |
| Playstation-Cellular Phone | 0.12 | 0.31 |
| Cellular Phone-Car | 0.72* | 1.07* |
| <u>Trend test (F value):</u> | | |
| Linear | 49.43* | 102.03* |
| Quadratic | 0.20 | 0.16 |
| <u>High Involvement/ High Consumer Innovativeness</u> | | |
| <u>Pairwise t-tests (t value):</u> | | |
| Palmtop-Digital Camcorder | 0.58* | 0.89* |
| Digital Camcorder-Playstation | 0.14 | 0.22 |
| Playstation-Cellular Phone | 0.82* | 1.10* |
| Cellular Phone-Car | 1.47* | 1.97* |
| <u>Trend test (F value):</u> | | |
| Linear | 123.84* | 217.70* |
| Quadratic | 93.24* | 181.79* |

Note: : *= $p < .05$, ** = $p < .01$ (Initial attitude toward brand was used as a covariate)

Figure 1. Three-way Interaction Effect on Attitude towards Brand

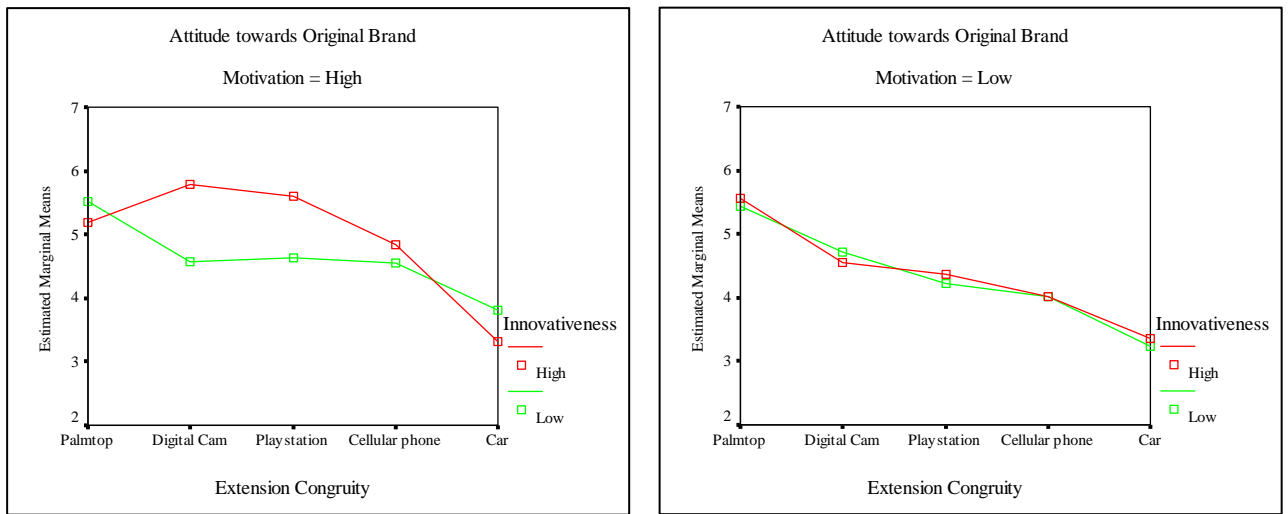
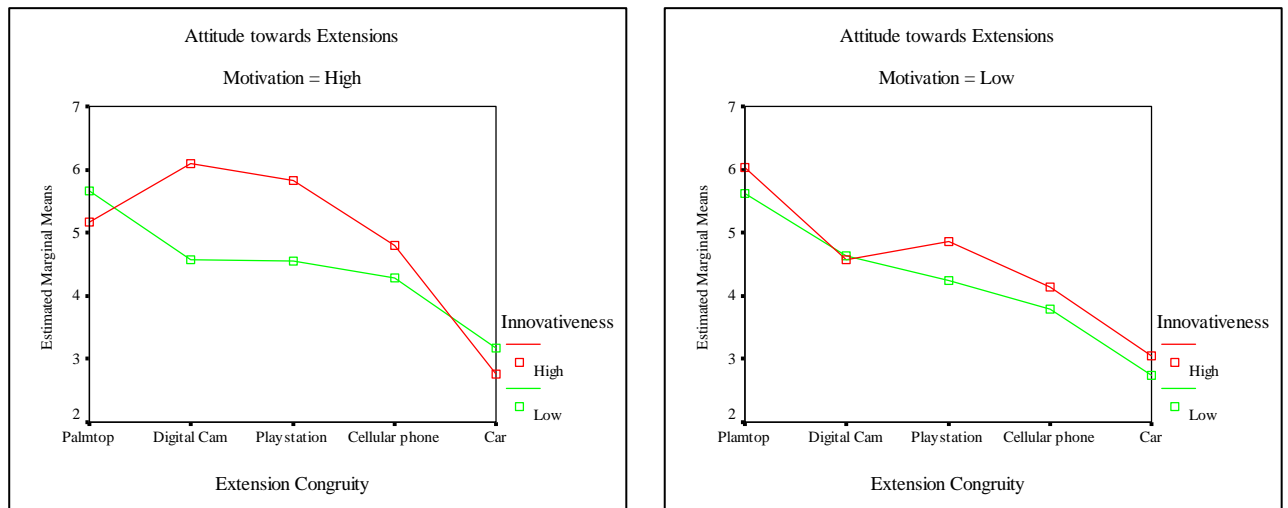


Figure 2. Three-way Interaction Effect on Attitude towards Extensions



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