BRAND EQUITYOF FOOD RESTAURANTS IN KARACHI

SYED MEHDI RAZA &
TARIQ JALEES
College of Management Science
PAF-Karachi Institute of Economics and Technology
Email : tariqj@pafkiet.edu.pk

Abstract

The objective of this study was to measure consumers' perception on the brand equity of the fast food chains operating in Karachi. The selected fast food chains for the purpose of this research were KFC, McDonalds, Subway and Mr. Burger. A closed ended questionnaire based on a liker rating scale was developed. The questionnaire was based on literature survey, and the theoretical framework. The field survey was carried out in October 2004. The final sample size was of 83 respondents. The brand equity of KFC with the mean of 3.95 was highest and the brand equity of Mr. Burger with a mean of 3.13 was lowest. The respondents' opinions varied normally with standard deviation of 0.69 to 1.02. The developed hypotheses were tested through one way and two- way ANOVA. Subway and Mr. Burger have adopted a niche-focused strategy and it was found that they both are doing well in their respective areas. KFC was found to be the leading brand. McDonalds has to improve a lot in terms of brand image and positioning. It is one of the most marketed and advertised fast food brands in the country and it has not been successful as shown by its relatively low brand equity score.

i.   OBJECTIVE OF STUDY

The objective of this study is to measure consumers' perception on the brand equity of the fast food chains operating in Karachi. The selected fast food chains for the purpose of this research are KFC, McDonalds, Subway and Mr. Burger.

II.   LITERATURE SURVEY

An Overview

Brand is a powerful concept as it blends performance – based values with emotional peripherals. Emotional values at times excel performance-based values. So, while Mercedes may compete with other brands of cars on rationally evaluated performance value, it may be bought mainly because of the emotional value of perceived prestige.

Through well-conceived and effectively managed brands, firms are able to build favorable reputations, which enhance the confidence of the buyers and consumers. Even in times of difficulty firms reap the benefits of well – developed brands. As John Charlton Collins once remarked, "In prosperity our friends know us; in adversity we know our friends". But brands don't just command respect because of their value to corporations, they do so because they add to the quality of life. The brands we use are making non – verbal statements about the consumer as a person. People choose brands, not just because of their utility, but because consumers perceive that brands are affecting and depicting their personalities. (Marriott, 2002)

Traditionally, advertising has particularly been a powerful way of communicating a brand's functional values, as well as building and communicating its emotional values. In an era where service sector exceeds the importance of the manufacturing sector, people's impressions of brands are more strongly influenced by the staff they interact with. Their behavior, style of dress, tone of voice, beliefs and attitudes create a picture in the consumers' minds about brand values. The difference between competing brands in today's environment is not so much based on 'what customers receive', i.e. their functional value but rather on 'how customers receive it'. Advertising is a powerful brand building and communicating tool, but the firms have to ensure that their staff delivers the promises consumers are led to expect through the advertising campaigns. (Popcorn, 2000)

Firms have traditionally emphasized the importance of knowledge and skills when recruiting staff, since these are important in delivering functional values. Yet, if staff is the visual manifestation of brands, their individual values will be perceived as those of the brand. One of the challenges of brand management is ensuring that staff has values that concur with those of the firm's brands. It is difficult to shift someone's values. (Marriott 2002)

Research has shown that brands are multifaceted concepts and to talk about 'a brand' sometimes overlooks the richness of the concept.

"**A** successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique, sustainable added values which match their needs most closely."(Keller, 2004)

Dimensions of Brand EQUITY

Brand equity – its definition and approaches to its measurement – continues to be a contested topic. Nowadays, it seems difficult to pick up a business or marketing journal without coming across the 'BE' phrase. (Keller, 2004)

"**B**rand Equity is a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firm's customers. The major brand asset categories are:

- Brand awareness
- Brand usage
- Brand Judgment
- Brand Performance
- Brand Imagery

"**T**here are many numbers in an annual report which attempt to describe a company's assets and shareholder equity. But one of the numbers one cannot find is a number that may be a company's biggest asset – its brand equity." (Rise, 2000)

The brand equity dimensions as listed above could be described as follows:

Brand Awareness

Brand awareness is the basic tool that depicts the acceptability of the brand and builds the perception of the firm within the target market. It also determines the market penetration strategy in terms of mass or niche. There are many brands, which are known across the board, but show low performance on the other hand there are brands that have low awareness in the market but they are performing very well, because they have been successful in capturing a strong niche in the particular market. Awareness is the basic and foremost parameter in any brand related research. (Keller, 2004)

Brand Usage

Brand usage is the action parameter for any brand. It determines the level of consumer satisfaction while consuming the brand and it shapes the overall consumer behavior towards a brand. It leads to the development of consumer loyalty and ensures further penetration in the market. (Keller, 2004)

Brand Judgment

Brand judgment focuses on customers' personal opinions and evaluations with regard to the brand. It measures how customers put together the different performance and imagery indicators of the brand to form different kinds of opinions. Customers may make all types of judgments with respect to a brand, but in terms of creating a strong brand, four types of summary brand judgments are particularly important: quality, credibility, consideration and superiority. (Keller, 2004)

Brand Performance

Brand performance relates to the ways in which the product or service attempts to meet customers' functional needs. It refers to the intrinsic properties of the brand in terms of inherent product or service traits. It transcends the products and features and encompass aspects of the brand that argument these characteristics. Any of these different performance dimensions can serve as a means by which the brand is differentiated. There are five important types of attributes and benefits that often underlie brand performance: primary ingredients and supplementary features, product reliability and durability, service effectiveness, efficiency and empathy, style and design, and price. (Keller, 2004)

Brand Imagery

Brand imagery deals with the extrinsic properties of the product or service including the ways in which the brand attempts to meet customers' psychological and social needs. Brand imagery is how people think about a brand abstractly, rather than what they think the brand actually does. Many kinds of intangibles can be linked to a brand, but four categories can be highlighted: user profiles, purchase and usage situations, personality and values, and history, heritage and experiences. (Keller, 2004)

Although not always apparent, the most important assets of a firm are intangible. These assets may include brands, symbols, slogans, training manuals, processes, people skills and other items, which define the company and its position in the minds of consumers. Few, if any of these show up on a firm's balance sheet, but when the asset value of these items exceeds the cost of developing them, a firm has valuable brand equity. Brand equity involves brand loyalty, brand awareness, perceived quality, brand associations and other brand assets. (Rise, 2000)

Brand equity gives value to customers. This value is achieved by helping customers in processing information about the marketplace and gain confidence in their purchase decisions. Ultimately brand equity enhances consumer satisfaction while using the product. (Rise, 2000)

Brand equity gives value to the firm by increasing the effectiveness of marketing programs. The components of brand equity allow a firm to develop a competitive advantage over other players. Ultimately that leads to higher price earning ratios and enhanced shareholder value, achieved because of the brand loyalty of customers. (Kapfrer, 2001)

Another aspect of brand interpretation is in terms of positioning. Positioning could be focused on a particular functional benefit or relatively small numbers number of functional benefits – for example, BMW as efficiency, Volvo as safety, and Mercedes as prestige and Toyota as reliability. This does not mean that an automobile brand other than BMW is not efficient but efficiency is highlighted as the major BMW strength and this is how it is positioned. (Linostrom, 2001)

"There are several characteristics of a powerful brand positioning strategy. Firstly, it should be centered ideally on one functional attribute, or if necessary a couple since the more attributes included the more difficult it is to get these registered in customers' minds.

Secondly, it should be recognized, as Rise and Trout (1986) stress, that positioning is not what is done to a brand; it is what is registered in the customer's mind. In other words, it is myopic just to focus on brand development. Rather there should be a balanced perspective, evaluating what the customer registers in his mind about the brand, then fine – tuning the brand until there is better alignment between the intended positioning and the actual resultant positioning.

Thirdly, the brand positioning should focus on functional benefits valued by customers, rather than those valued by managers. "It is very easy to focus on features which have more to do with reflecting the organization's competencies, rather than taking time to involve the customer in the development process." (Rise, 2000)

In the two broad categories used to classify brand interpretations, the brand as a

positioning device has been termed into the input perspective since this reflects

managers' views of the brand as a strategic tool. For successful positioning there needs to

be both an input and output positioning perspective. (Keller, 2004)

People do not react to reality but to what they perceive as reality. This perspective encourages a more consumer-centered approach to brands as set of associations perceived by an individual, over time, as a result of direct or indirect experience of a brand. There may be associations with functional qualities, or with individual people or events. It is unlikely for two people to have exactly the same image of a brand, but their images may have common features. (Keller, 2004)

Adopting an image perspective forces management to face the challenge of consumers' perception, i.e. because of their perceptual processes, the sent message is not necessarily understood as was intended. It therefore requires checking consumers' perceptions and taking action to encourage favorable perceptions. (Keller, 2004)

Evaluating a brand's image needs to take into consideration customers' levels of involvement with the category (Poiesz 1986). For those categories where customers are actively involved in spending time and effort seeking out and processing brand information, it has been argued that brand image relates to a network of information stored in memory that helps the customer define their self. As customers are so involved in the brand selection process it is appropriate to use an involved procedure when measuring brand image, for example means – end chaining. In this approach customers are first asked what they see as the difference between the brand in question and a couple of competing brands in the category. Having elicited a functional attribute, which acts as the anchor point, customers are then asked why such an attribute might be important to them. They are then asked why this reason is important and a value emerges. While this approach takes time to administer, it provides a rich insight into the brand's image. (Keller, 2004)

For low involvement categories, where customers habitually buy the brand, or undertake minimal information searching, brand image is a holistic impression of the brand's position relative to its perceived competitors. To identify the brand's image a low involvement evaluation procedure would be appropriate, for example mental mapping. Customers are asked which brands they believe a particular brand competes against. The brand under focus and the other named brands are then written on cards. These are shuffled, given to the person who is asked to arrange all the cards on a desk in such a way that those brands perceived to be similar are placed close to each other. After a record photograph is taken of the way the cards were arranged, the respondent is asked to explain their map, and from this, insight is obtained about the brand's image. (Marriott, 2002)

Brand equity has been described as the value a brand name adds to a product. That value can be a halo extending beyond the current product category to other product

classes. Generally, brand equity results from all the activities needed to market the brand. Therefore, it can be viewed in terms of the brand – focused marketing effects of those activities. It has received a great deal of attention recently for several reasons, the foremost of which is the increasing strategic pressure to maximize marketing productivity. That pressure yields managerial attempts to gain advantage by increasing efficiency. In addition, references to marketing success based on synergy, consistency and complimentarily have tended to support a deeper understanding of the underlying components of products, and have awakened marketing managers to survival opportunities in an era of flat markets, increasing costs and greater international competition. (Earls, 2003)

The literature on brand equity shows two major focuses viz. financial aspects and consumer behavior effects specific to a particular brand. For marketers, the consumer effects are the appropriate focus and include a number of cognitive effects. (Keller, 2004)

The underlying basis of brand equity is consumer memory. Much of the cognitive psychology literature has been devoted to the study of memory structure and the process of memory. Most of the widely accepted work involves a conceptualization of memory structure involving associative models. An associative model views memory as consisting of a set of nodes and links. Nodes are stored information connected by links of varying strengths. When the consumer thinks about a product, or recognizes a problem, a "spreading activation" process connects node to node and determines the extent of retrieval. For example, if a consumer's automobile is damaged in an accident, he or she will encode the information in a node in memory, which may activate other nodes including those devoted to insurance agency information, the dealership which sold the last car, advertising information about a new model, and others. The factor that determines which and how many nodes are activated, is the strength of association between the nodes. Once the consumer thinks of the need for a new car, specific information most strongly linked to the new car model will come to mind. The information will include features like price, styling, and the consumer's past experience with it, word of mouth, and other information. (Keller, 2004)

COMPONENTS OF BRAND EQUITY

Various authors have described brand equity in terms of components of brand knowledge. Of all the definitions, the most relevant for our purpose treats it as the differential effect of brand knowledge on consumer response to the marketing of the brand (Keller 1993). Brand equity represents a condition in which the consumer is familiar with the brand and recalls some favorable, strong, and unique brand associations. This definition focuses on the individual consumer's reaction to the marketing of a particular product. In addition, Keller describes what consumers know about brands and what such knowledge implies for marketing strategy. (HBR, July 2004)

Keller (1993) conceptualized brand equity using an associative memory model focusing on brand knowledge and involving two components, brand awareness and brand image, described as a set of brand associations. Using this conceptualization of brand equity, the manager's first job is to create and enhance brand awareness, then build on this foundation and craft a salient image composed of a group of positive associations about the brand. The typical marketing tools used to create brand image include the choice of advertising budgets, messages and media, as well as packaging, pricing and distribution channels. Proper management of these elements helps to create a level of awareness in the target audience, and careful creative activities can form a brand's identity in the consumer's mind – its brand image. (Keller, 2004)

Viewed as an investment, it is tempting for management to consider reaping the rewards of that investment by extending it to another product. As an investment, brand equity has a finite life. It is subject to growth and reinforcement, or decay, and assault by competitors. It can even be harmed by the well-intentioned actions of management. Recently, concerns about the negative effects of brand extensions on brand equity have been raised. It is generally agreed that there may be negative effects on the core product if a brand extension is unsuccessful. The negative effect of unsuccessful extensions is termed brand equity "dilution". However, even successful repeated extensions might diminish or exhaust a core product's brand equity. This process of repeated extensions yield equity "wear – out". In most cases, dilution, the negative effects of an unsuccessful extension, are stronger. Nevertheless, some experts have warned that repeated successful and unsuccessful extensions may result in the total extinction of a brand's equity. It seems reasonable that overdoing anything, including brand extension, can have adverse consequences. Thankfully, managers are not often faced with such extreme conditions. The typical situation a product manager must consider is an individual introduction of a brand, given one or more existing brands. (Keller, 2004)

The manner by which brand equity is conceptualized has obvious implications for how it is measured. Keller and Lehman (2002) provide a broad, integrative perspective on measuring brand equity. They define the 'Brand Value Chain' in terms of a series of three steps in the creation of value of a brand. According to this model, the first step in value creation is when an investment in marketing activity affects the consumers' mind set or brand knowledge (e.g. in terms of brand awareness, associations, attitudes, attachments and activity). The second step is when brand knowledge, in turn, affects market performance (e.g. in terms of price premiums and elasticity's, cost savings, market share, profitability and expansion success). Finally, the third step is when market performance affects shareholder value (e.g. in terms of stock prices and market capitalization)

Stages of Brand Value Creation

Keller and Lehman identify key measures associated with each stage of this value creation process, as well as a set of 'filters' or moderator variables that impact the transfer or flow of value between stages of the model. Although a review of all the possible marketing and research methods, techniques, and measures associated with each

of the three different stages of brand value creation is beyond the scope of this paper it is useful to highlight some notable recent research advances for each stage. (HBR, July 2004)

Consumer/Customer Brand Knowledge

In terms of measuring brand awareness, Hutchinson (1999) developed a general Markov model of brand name recall and explored the implications of three special cases of the model as applied to the soft drinks and beverages category. The model analysis addressed a number of managerial issues and showed that: 1) market structure played an important role in determining brand name recall, and as a result, brands in certain situations could be completely ignored; 2) usage rates, advertising expenditures, market penetration and various product attributes were found to be significant predictors of recall latency. In an entirely different approach, Duke (1999) showed how direct memory measures of awareness – the Ebbinghaus Savings Test and Word Fragmentation Completion – could supplement more traditional measures of free recall. (HBR, July 2004)

Product/Market Performance

Several researches have applied conjoint analysis to measure aspects of brand equity. For example, Rangaswamy et al (2000) used conjoint analysis to explore how brand names interact with physical product features to affect the extendibility of brand names to new product categories. Swait et al (2000) proposed a related approach to measuring brand equity which designs choice experience that account for brand name, product attributes, brand image and difference in consumer socio – demographic characteristics and brand usage. They defined the equalization price – a proxy for brand equity – as the price that equated the utility of a brand to the utilities that could be attributed to a brand in the category where no brand differentiation occurred. (HBR, July 2004)

111   METHODOLOGY

The concept of fast food restaurants emerged in the early 1980s in Pakistan. The first brand in this category was Mr. Burger, and thus it has the first mover advantage on which it could not bank upon due to the advent of international fast food chains like KFC, McDonalds and Subway.

There is a marked difference in the customer base of the selected brands. KFC and McDonalds target the general public and they do not possess any strong niche, whereas Subway and Mr. Burger enjoy a strong presence in their respective clusters.

The focus of the study is Brand Equity. Based on the foregoing literature survey variables selected and their relationships are depicted below:
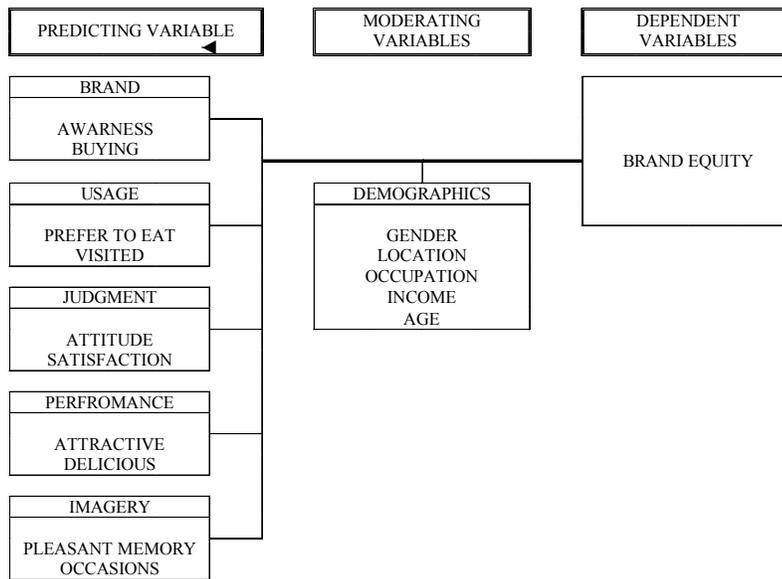
PREDICTING VARIABLE	MODERATING VARIABLES	DEPENDENT VARIABLES
BRAND		
AWARNESS BUYING		**BRAND EQUITY**
USAGE	**DEMOGRAPHICS**	
PREFER TO EAT VISITED	GENDER LOCATION OCCUPATION INCOME AGE	
JUDGMENT		
ATTITUDE SATISFACTION		
PERFROMANCE		
ATTRACTIVE DELICIOUS		
IMAGERY		
PLEASANT MEMORY OCCASIONS		

FIGURE 1 DETERMINANTS OF BRAND EQUITY

Based on the literature survey and theoretical framework, the following two hypotheses were developed:

HYPOTHESIS ONE

On the basis of analysis of variance we tested the hypothesis.

H1:   There is no significant difference of the respondents' opinions on the brand equity

of the subject brands i.e. KFC, McDonald, Mr. Burger and Subway.

HYPOTHESIS TWO

H3:   At least three of the demographics would have moderating effects on the

relationship of predictor variables and the dependent variable.

POPULATION

The total household population of Karachi metropolis is more than 0.6 million

households; on the other hand there are about 3200 fast food outlets in the city out of

which 23 are established brand outlets. ((Shaikh, 2005)

SAMPLE SIZE

The four fast food brands were selected to get a blend of both local and international presence in the market. One hundred consumers were selected non-randomly exhibiting different demographics characteristics Of the total drawn sample seventeen were incomplete or inconclusive questionnaire, therefore, they were dropped, and hence the final sample size was of 83 respondents. According to Sekran (1992) if multivariate techniques were to be used than sample size should be at least 10 times the number of variables. Considering that the study comprised of five dimensions for measuring brand equity, therefore, the sample size of 50 would have been appropriate.

A closed ended questionnaire based on a like rating scale was developed. The questionnaire was based on foregoing literature survey, and the theoretical framework. The questionnaire comprised of 22 questions 10 were related to the research study and 12 were related to personal data. The field survey was carried out in October 2004. Customers of the following branches were interviewed:

1. KFC   SMCHS Outlet
2. McDonalds   Sea View Outlet
3. Mr. Burger   Boating Basin
4. Subway   Zamzama

The respondents' opinions were fed on to the excel sheet. The questions were on the columns and the respondent's opinions were on rows. Brand equity comprised of five components, and each component comprised of two sub-components.   First the averages of the sub-components were calculated then the averages of the components were worked

out yielding an overall Brand Equity Score for each brand, which resulted in the equity of each brands. Then the excel statistical package was used for generating statistical summary, measure of central tendencies, dispersion and Pearson correlation, one way ANOVA and two way ANOVA of significance.

The sample of 83 respondents was taken on a non – random basis and the demographics and psychographics were analyzed in terms of:

| Age	Income
Gender	Qualification
Household Size	Residence
Family Type	Profession
Organization	Preferences

IV   SURVEY FINDINGS

The data on brand image was based on Liker rating scale; therefore it was possible to calculate the measures of central tendencies and dispersions. The results generated through excel add-in are presented below:

Table – 1
Brand Equity Score
Measures of Central Tendencies and Dispersions

	KFC	McDonalds	Subway	Mr. Burger
Mean	3.95	3.41	3.19	3.13
Standard Error	0.08	0.11	0.10	0.10
Median	4.10	3.70	3.30	3.10
Mode	4.20	3.70	3.40	2.70
Standard Deviation	0.69	1.02	0.87	0.94
Sample Variance	0.48	1.03	0.76	0.89
Kurtosis	1.17	0.78	0.34	0.85
Skew ness	(1.14)	(1.03)	(0.15)	0.10

The bran equity of KFC with the mean of 3.95 was highest and the brand equity of Mr. Burger with a mean of 3.13 was lowest. The respondents' opinions varied normally with standard deviation of 0.69 to 1.02.

All the predictor variables were measured on a scale of 5 to 1, one representing the least preferred and five representing the most preferred opinions. The respondents' opinions on all the five-predictor variables viz. are depicted below:

PERFORMANCE

IMAGERY
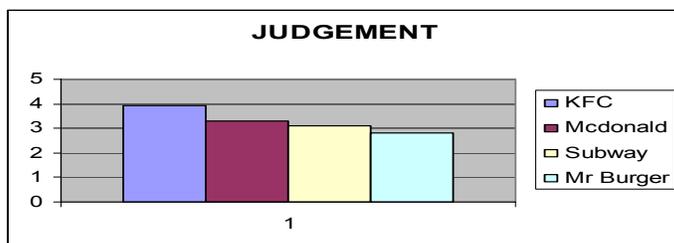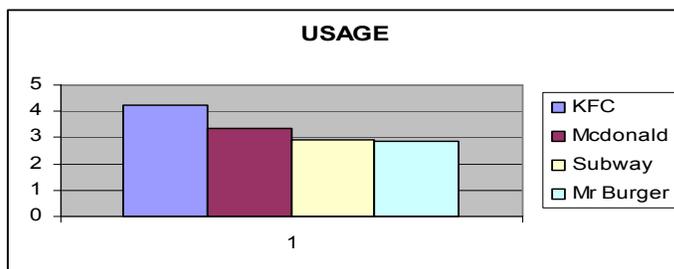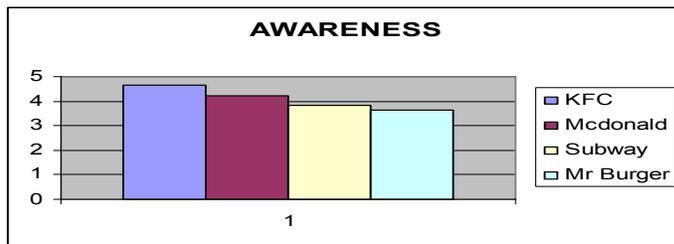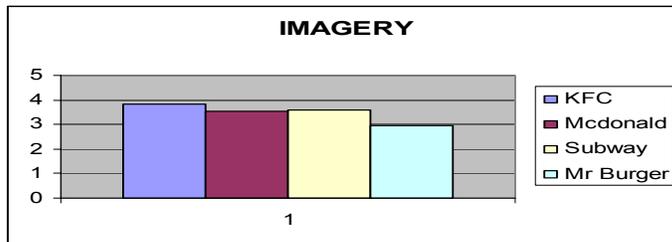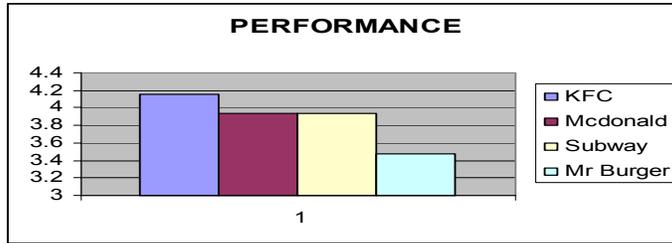
Consumers' buying behavior varies from product to product. For products such as restaurants the consumer buying behavior is generally of seeking variety. In this type behavior the consumers switch the brands for sake of variety. In this research an attempt has been made to ascertain the brand a consumer would most likely to switch to satisfy his variety seeking need. Thus a correlation matrix was developed to ascertain the consumer's correlations of brand switching with other brands. The summarized results are as follows:

Table – 2 Correlation Matrix Brand Preferences

	KFC	McDonalds	Subway	Mr. Burger
KFC	1			
McDonalds	0.133308	1		
Subway	0.251726	0.06961	1	
Mr. Burg	0.021521	-0.04175	0.227276	1

Correlation between none of the brands is higher than 0.80, which indicates that the consumer perceptions on brand equity are distinct and independent.

Comparatively, a relatively higher correlation was found between KFC and Subway (.25). This indicates that the customers of KFC in order to satisfy their variety need would some time visit subway, and vise versa.

Similarly a relatively stronger relationship was found between Mr. Burger and Subway (0.23). This indicates that Mr. Burger consumers' are most likely to visit Subway to satisfy their variety seeking behavior and vice versa.

HYPOTHESES RESULTS

The following hypothesis was tested:

HYPOTHESIS ONE

H1:   There is no significant difference in the respondents' opinions on the brand equity of KFC, McDonald, Mr. Burger and Subway.

This hypothesis was tested through one-way ANOVA and the summarized results are presented below:

Table 3
One Way ANOVA Test

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	34.90	3.00	11.63	14.75	0.00	2.63
Within Groups	258.68	328.00	0.79			
Total	293.58	331.00				

At 95% confidence level and (3,328) degree of freedom, the F critical value of 2.63,

is less than the F calculated value of 14.75. Therefore, there is a significant difference of

respondents' opinions regarding the brand equity of the selected fast food brands.

HYPOTHESIS TWO

The hypothesis was that at least three of the demographics would have contingent effect (moderating variable) on the relationship of the predictor's variables and dependent variables. This hypothesis was rejected. Only one demographic characteristics i.e. respondents' opinions on the equity of the four brands by area of residence were found to be significantly different than the respondents' opinions on an overall basis. This hypothesis was tested through two-way ANOVA and the summarized working and the results is presented below:

Table 4
Two way Anova Tests

Source of Variation	SS	Df	MS	F	P-value	F crit
Rows (residence)	1.73	6.00	0.29	4.35	0.01	2.66
Columns (overall)	3.25	3.00	1.08	16.33	0.00	3.16
Error	1.19	18.00	0.07			
Total	6.17	27.00				

The hypothesis relating to no significant difference of respondents' opinions on brand equity by area of residence was rejected. At 95% confidence level and (6,3) degrees of freedom the critical value of F, 2.66 are less than the calculated F value of 4.35.

CONCLUSIONS

KFC has the highest brand image with a mean of 3.95 followed by McDonalds (3.41), Subway (3.19) and Mr. Burger (3.13).

Subway and Mr. Burger have adopted a niche-focused strategy and it was found that they both are doing well in their respective areas. KFC was found to be the leading brand. McDonalds has to improve a lot in terms of brand image and positioning. It is one of the most marketed and advertised fast food brands in the country and it has not been successful as shown by its relatively low brand equity score.

APPENDIX ONE

QUESTIONNAIRE

BRAND TRACKING SURVEY (BRAND EQUITY)

Q1)   Age: (in years)

        15 – 20
        21 – 25
        26 – 30
        30 – 35
        36 – above

Q2)   Qualification:

        Matriculation
        Intermediate

Graduation	_____ please specify
Masters	_____ please specify
Post graduation	_____ please specify

Q3) Gender:

Male
Female

Q4) Income:

Less than 5000
5000 – 10000
10000 – 15000
15000 – 20000
20000 and above

Q5) Household size:

2 – 5
6 – 10
10 and above

Q6) *Please mark the area of your residence*

Sadder
Defense
Clifton
PECHS
Gulshan
F.B. Area
Nazimabad

Q7) Which family type you live in?

Joint
Independent

Q8) Which profession are you in?

Marketing
Engineering
Doctor
Self-Employed
Banker

Teacher
Other

Q9)   Which type of organization you work in?

Private
Multinational
Domestic
Semi government
Public
Self owned
Social enterprise

Q10)   How frequently you dine out?

Once a week
Twice a week
More than twice a week
Depends on mood

Q11) With whom you frequently dine out?

Alone
Friends
Family
Peers

Q12)   What is your preference in dining out?

Fast food
Family restaurants
Hotels
Informal food outlets

AWARENESS

Q.13) Rate the following brands in terms of your awareness? (5 being high
        and being low)

a. KFC	5	4	3	2	1
b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

Q.14) Rate the brands you would consider buying? (5 being high and 1 being low)

a. KFC   5   4   3   2   1
b. McDonalds   5   4   3   2   1
c. Subway   5   4   3   2   1
d. Mr. Burger   5   4   3   2   1

USAGE

Q.15) Rate the fast food you would prefer to eat? (5 being high and 1 being low)

a. KFC   5   4   3   2   1
b. McDonalds   5   4   3   2   1
c. Subway   5   4   3   2   1
d. Mr. Burger   5   4   3   2   1

Q.16) Rate the fast food you have visited in the last month? (5 being high and 1 being   low)

a. KFC   5   4   3   2   1
b. McDonalds   5   4   3   2   1
c. Subway   5   4   3   2   1
d. Mr. Burger   5   4   3   2   1

JUDGEMENT

Q.17) How favorable is your attitude towards the fast food brands you have eaten within last month? (5 being high and 1 being low)

a. KFC   5   4   3   2   1
b. McDonalds   5   4   3   2   1
c. Subway   5   4   3   2   1
d. Mr. Burger   5   4   3   2   1

Q.18) How well the following brands satisfy your needs? (5 being high and 1 being low)

a. KFC   5   4   3   2   1

b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

PERFORMANCE

Q.19) Which brand packaging has an attractive look? (5 being high and 1 being low)

a. KFC	5	4	3	2	1
b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

Q.20) Which brands are more delicious to eat? (5 being high and 1 being low)

a. KFC	5	4	3	2	1
b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

IMAGERY

Q.21) Which brand do you think bring pleasant memory? (5 being high and being low)

a. KFC	5	4	3	2	1
b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

Q.22) Could you eat the fast food in various situation and occasions?

a. KFC	5	4	3	2	1
b. McDonalds	5	4	3	2	1
c. Subway	5	4	3	2	1
d. Mr. Burger	5	4	3	2	1

APPENDIX 2

REFERENCE

Earls, M; (2003) *Welcome to the Creative Age*; Wiley; London

Encyclopedia Americana; 2004; Hong Kong

Kapferer, J N; (2001) *[re-inventing the brand*; Kogan Page; Germany

Keller, K L; (July : 2004); *Contemporary branding*; Harvard Business Review; Ed XXXVIII

Keller, K L; (2004) *Building, Measuring, and Managing Brand Equity*; Prentice Hall; NY

Lindstrom, M; (2003) *Clicks, Bricks & Brands*; Kogan Page; Germany

Mariotti, J. (2002) *Smart Branding*; New York Press; NY

Mazarr, M; (2005) *Global Trends*; Palgrave; Washington

Popcorn, F; (2000) *Popcorn Report*; McGraw Hill; Paris

Ries, A; J. Trout; (2000); *Positioning*; McGraw Hill; NY

Zulfiqar Shaikh; General Manager "Mr. Burger" Karachi

WEB SITES

www.kfc.com

www.mcdonalds.com

www.mcdonalds.com/pakistan

www.subway.com